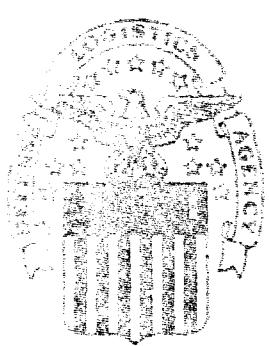


(2)

AD-A226 072



DLA

# CIVILIAN PERSONNEL MANAGEMENT

## STATISTICAL INDICATORS REPORT

DLA

SELECTED  
AUG 26 1989

66 3

FISCAL YEAR 1989

DISTRIBUTION STATEMENT A  
Approved for public release  
Distribution Unlimited



DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22314

IN REPLY  
REFER TO

FOREWORD

The DLA Civilian Personnel Management Statistical Indicators Report is a consolidation of representative indicators of the personnel program gathered from each DLA primary level field activity. It represents one of the inputs to the total system for evaluation of civilian personnel programs.

The primary values of the report are: (1) comparison by individual Commanders and Civilian Personnel Officers of figures from their operations with those from other activities and DLA as a whole, (2) analysis of trends and identification of potential problem areas by the Office of Civilian Personnel, and (3) a means by which Heads of HQ DLA staff elements are informed of civilian personnel management effectiveness.

*Anthony W. Hudson*

ANTHONY W. HUDSON  
Staff Director  
Civilian Personnel

DISTRIBUTION

Director (Distribution made by DLA-K)  
DLA-DD (AM) Distribution made by DLA-K  
DLA-DD (Distribution made by DLA-K)

Number	Number		
DCSC	7	DFC	3
DESC	7	DISC	3
DFSC	6	DLA-A	1
DGSC	7	-B	3
DISC	7	-C	1
DPSC	7	-F	1
DDMP	7	-G	2
DDMP-CB	7	-I	1
DDMT	1	-K	20
DDOU	7	-L	9
DDTC	7	-M	2
DASC	5	-O	1
DIPEC	7	-P	2
DLSC	7	-Q	5
DRMS	6	-S	1
DSAC	5	-U	1
DCAC-E	1	W	1
DTIC	7	-X	1
DCASR ATLANTA	7	-Y	1
DCASR BOSTON	7	-Z	1
DCASR CHICAGO	7	DLA-CB	1
DCASR CLEVELAND	7	DLA-CI	1
DCASR DALLAS	7	DLA-CO	1
DCASR LOS ANGELES	7	DCPSO	4
DCASR LOS ANGELES-L	2	DQMSO	1
DCASR NEW YORK	7		
DCASR PHILADELPHIA	6		
DCASR ST LOUIS	15		

NOTE: PLFA's are requested to provide a copy of this report to their EEO office.

Accusation For	
NTIS	CRA&I
DTIC	TAB
Unannounced	
Justification	
By <b>ADA 211378</b>	
Distribution	
Approved for Release	
Distribution	
Dist	

ii

A-1

TABLE OF CONTENTS

FOREWORD . . . . .	i
DISTRIBUTION . . . . .	ii
INTRODUCTION . . . . .	v
HIGHLIGHTS . . . . .	vi
GEOGRAPHICAL DISTRIBUTION OF THE WORK FORCE . . . . .	vii
COMPOSITION OF THE WORK FORCE . . . . .	viii
AVERAGE STRENGTH . . . . .	x
STRENGTH . . . . .	1
LOSSES FROM THE PERMANENT WORK FORCE . . . . .	2
ACCESSIONS TO THE PERMANENT WORK FORCE . . . . .	4
COLLEGE CALIBER INPUT . . . . .	6
HANDICAPPED INDIVIDUALS PROGRAM . . . . .	8
AVERAGE TIME TO FILL VACANCIES . . . . .	10
EMPLOYEE SIGNIFICANT RECOGNITION . . . . .	12
QUALITY INCREASES . . . . .	14
EMPLOYEE SUGGESTIONS . . . . .	16
DISCIPLINARY AND CORRECTIVE ACTIONS . . . . .	18
GRIEVANCES . . . . .	20
WORK FORCE AGE . . . . .	21
AVERAGE GRADE . . . . .	22
SUPERVISORY RATIO . . . . .	24
EEO COMPLAINTS . . . . .	26
TIMELY PROCESSING OF EEO COMPLAINTS . . . . .	28
MAJORITY PARITY INDEX GOALS . . . . .	30
SICK LEAVE . . . . .	32
CONTINUATION OF PAY . . . . .	34
SUPERVISORY TRAINING . . . . .	36
APPENDIX A . . . . .	39

## INTRODUCTION

This Statistical Indicators Report for the Fiscal Year, FY 1989, is one segment of the civilian personnel management and EEO evaluation process.) The Report is used by Headquarters DLA for staff review of program areas which can be measured statistically and by field activities for continuing self-evaluation.

The format of the Report is designed with the manager in mind. Program narrative is divided into three segments: (1) a definition of the item measured, (2) the standard for measurement (where applicable) and, (3) comments on significant developments, trends, and problems. In most cases, two charts are included. The first compares current year statistics with those of the previous years. The second provides a comparison of activities within DLA for the current reporting period.

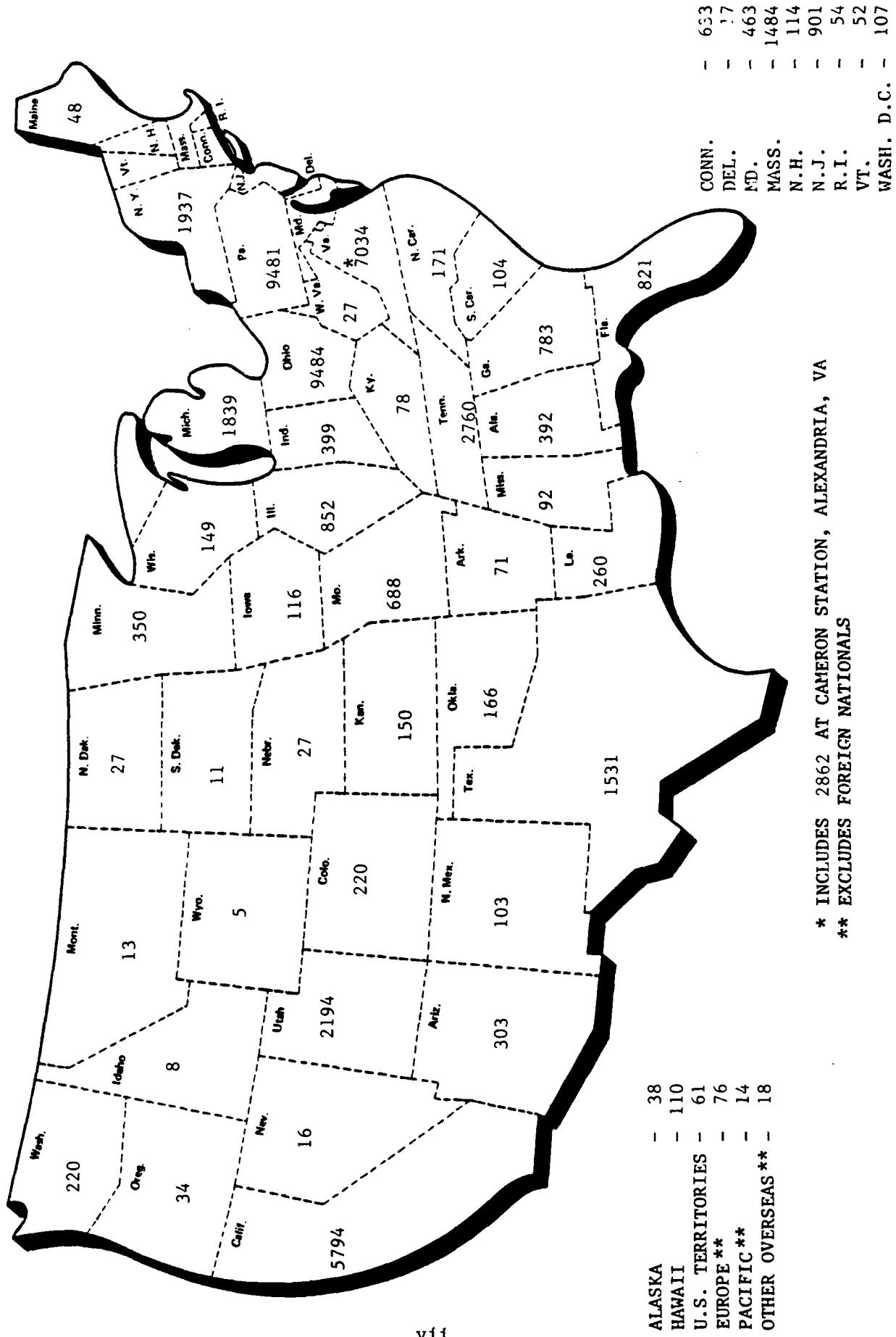
Strength data and statistics produced through automated data processing systems include U. S. citizen employees overseas. Statistics covering awards, suggestions, disciplinary and corrective actions, sick leave, and staffing ratios exclude these overseas people. All statistics in this report exclude direct and indirect hire foreign nationals.)

The Statistical Indicators Report summarizes program data but does not prescribe corrective action. Commanders are expected to initiate appropriate action under existing personnel management authority where remedial action or the need for improvement is indicated. When necessary, Headquarters guidance, action, or policy changes will be provided by separate correspondence or published instructions.

*Remarks: Government - Management  
Statistics, reports, personnel  
management. (CPK -*

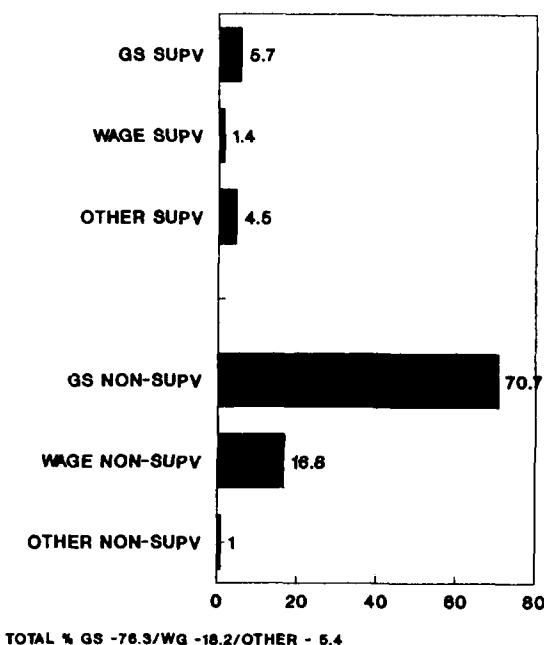
## GEOGRAPHICAL DISTRIBUTION OF DLA CIVILIAN EMPLOYEES

As of 30 September 1989

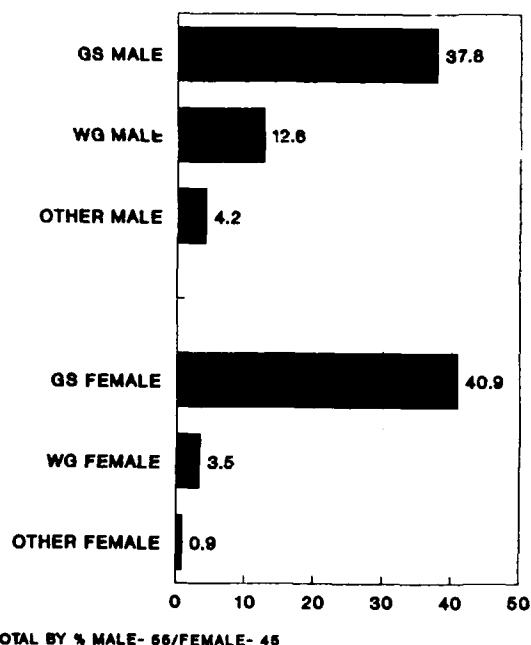


**COMPOSITION OF THE WORKFORCE**  
**AS OF 30 SEPTEMBER 1989**

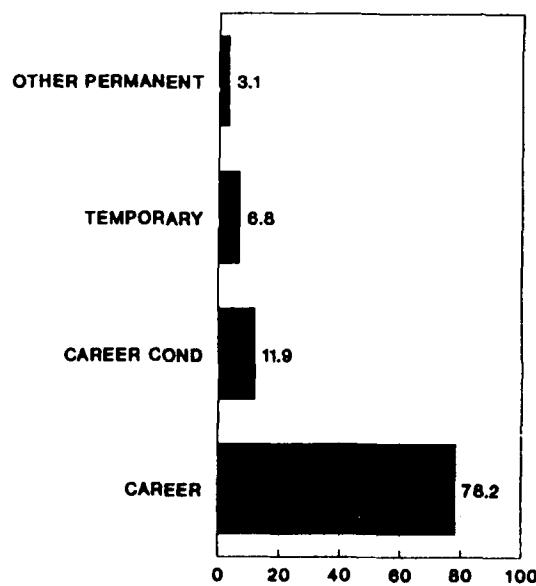
**DISTRIBUTION BY PAY SYSTEM**



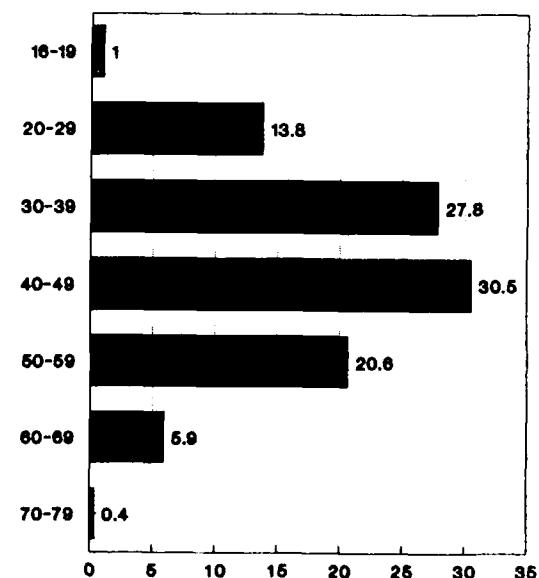
**DISTRIBUTION BY SEX**



**DISTRIBUTION BY TYPE OF APPOINTMENT**

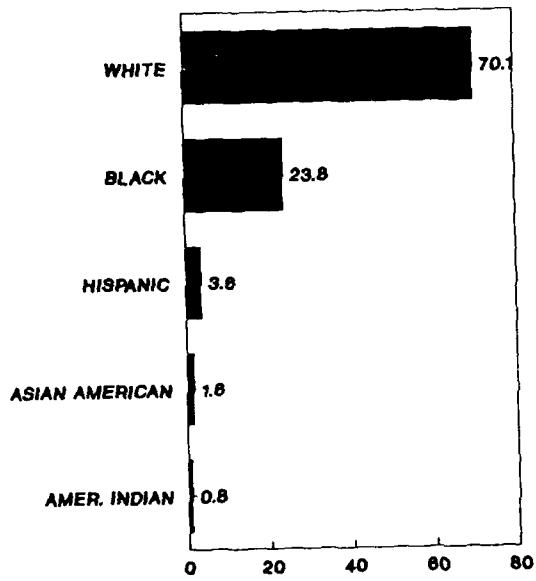


**DISTRIBUTION BY AGE GROUPING**

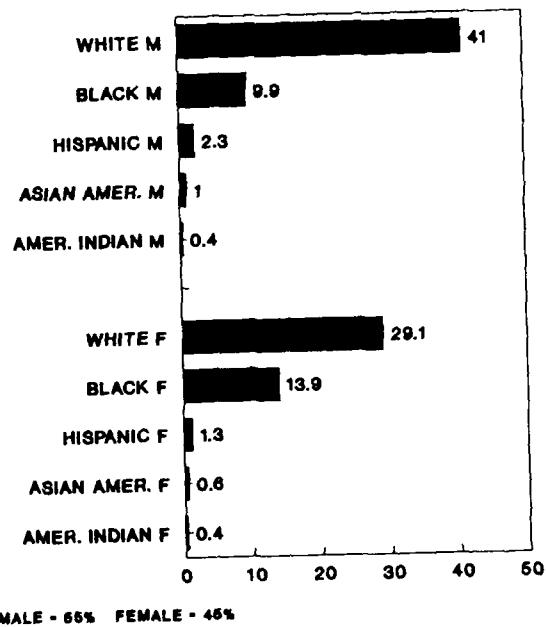


**COMPOSITION OF THE WORKFORCE**  
**AS OF 30 SEPTEMBER 1989**

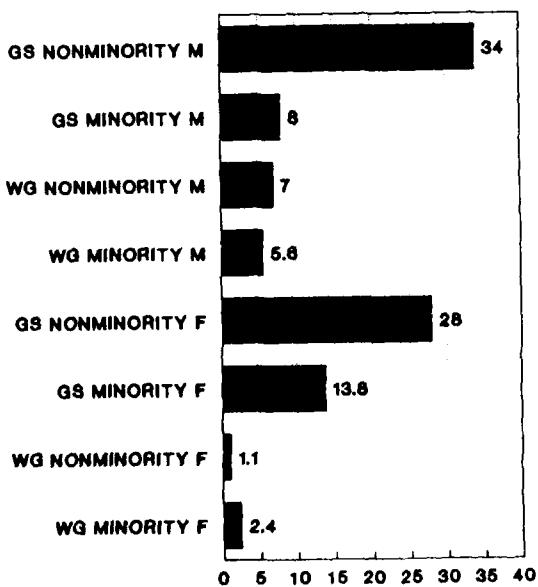
**DISTRIBUTION BY RACE/  
 ETHNIC GROUP**



**DISTRIBUTION BY SEX,  
 RACE/ETHNIC GROUP**



**DISTRIBUTION BY PAY,  
 RACE/ETHNIC GROUP**



M- MALE F- FEMALE

#### AVERAGE STRENGTH

Average strength is used to calculate rates which are not based on end strength (such as gains and losses, recognition and awards, complaints/grievances and discipline).

Average strength is derived from the Comptroller's 679, DLA Manpower Actual Strength Report. The monthly strength figures are added together and divided by twelve. The actual strength figures include: permanent full-time and part time (full time equivalents) Temporaries, and Special Programs (Summer Hires, FJFP, SEY, SIS, and WTO AN-VN).

The average strength figures used for calculating FY 1989 data are indicated below:

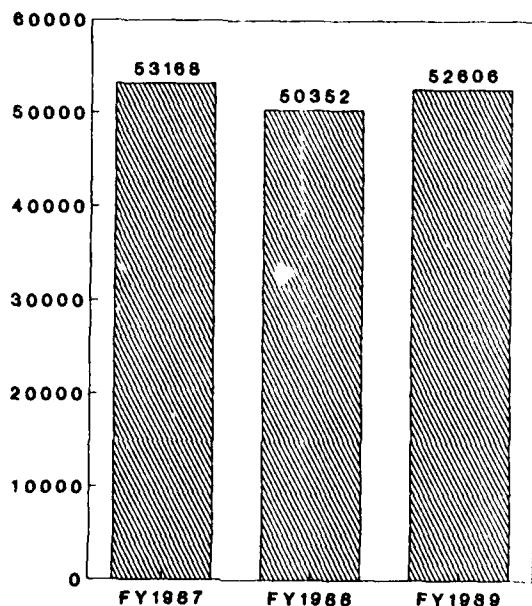
DCSC	3177
DESC	2443
DFSC	857
DGSC	3255
DISC	2332
DPSC	4486
DDMP	1470
DDMT	2192
DDOU	1743
DDTC	1681
DASC	625
DFC	531
DIPEC	631
DLSC	848
DNSC	262
DRMS	3478
DSAC	1199
DTIC	396
ATLANTA	1937
BOSTON	2494
CHICAGO	1187
CLEVELAND	1836
DALLAS	1805
LOS ANGELES	3478
NEW YORK	2116
PHILADELPHIA	2109
ST. LOUIS	1513
HQ, DLA	832
MSAs (DLA/OSD)	1338
TOTAL DLA	52251

## STRENGTH

Strength is the total number of employees (full-time and part-time) in pay status at the end of the period. The permanent work force consists of employees with career, career conditional, TAPER, or excepted permanent status.

The FY 1989 civilian employment level, 52,606, increased by 4.5% over the FY 1988 level of 50,352. This overall increase was distributed as follows: The Service Centers showed the greatest increase, 1,643 (24%) due, in part, to the addition of DFC and DNSC to the SIR. The Service Centers were followed by the Depots, 590 (9.1%) and the DCASRs, 86 (0.5%). The Supply Centers decreased by 304 (-1.8%) the fiscal year. Headquarters increased by 20 and the MSAs increased by 219 for a combined increase of 239 (11.7%).

### TREND IN CIVILIAN STRENGTH (EXCLUDING FOREIGN NATIONALS)



## LOSSES

Losses are all employee separations from the DIA permanent work force (including quits) except mass transfers. Quits are resignations and individual transfers to other Federal Agencies.

STANDARD: An annual quit rate of not more than 8% of the permanent work force strength.

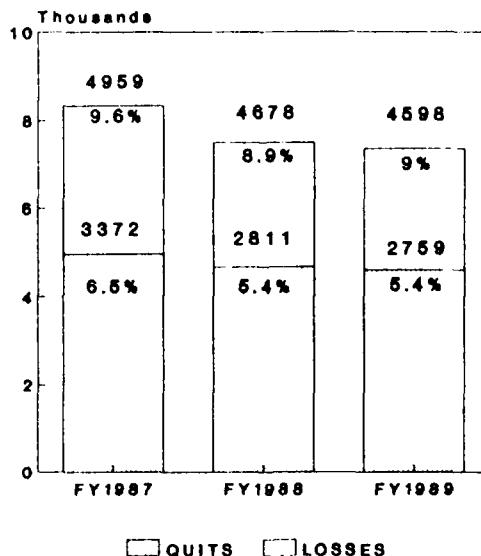
During FY 1989, 4,598 employees left the full-time permanent work force for a loss rate of 9%, slightly higher than the 1988 rate of 8.9%. (The gross loss was 6,020 employees. Of this gross loss, 1,422 were transfers within DIA which do not count as a loss to DIA.) Quits represented 60% (2,759) of the losses while retirements were 33.6% (1,546) and the remainder, 6.4% (293) were in other categories.

A breakout by major mission grouping shows DCASRs with the highest loss rate, 10.2%; followed by Supply Centers, 9%; Service Centers, 8.4%; and, Depots, 6.6%.

Quits totalled 2,759 for a rate of 5.4% of the DLA strength, well below the goal of not more than 8%.

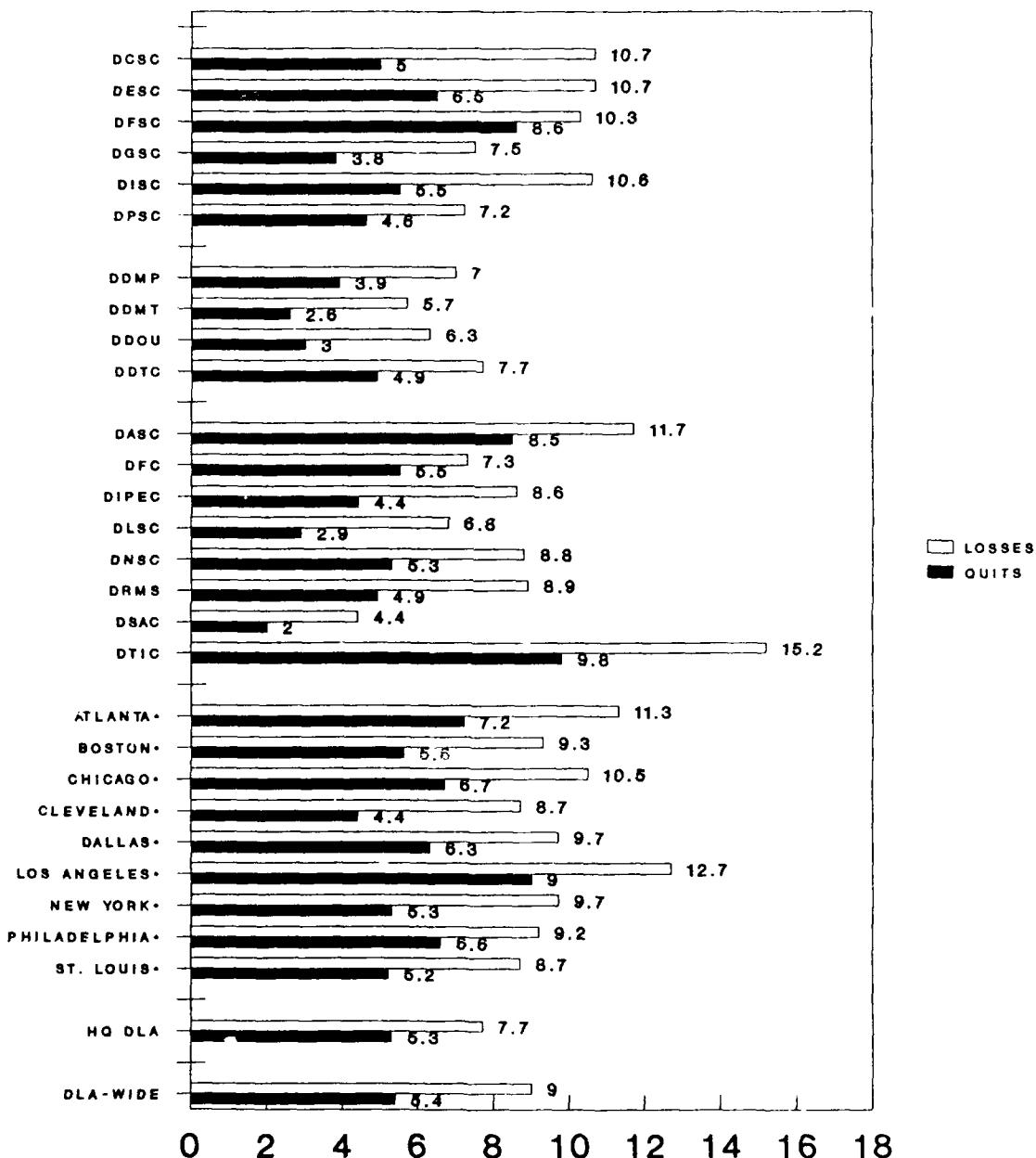
Table 1, Appendix A, shows losses on an annual basis by major mission grouping for FY 1986 through FY 1989.

### TRENDS IN LOSSES TO THE PERMANENT WORKFORCE



QUIT  LOSSES

## LOSSES FROM THE PERMANENT WORKFORCE (% PERMANENT STRENGTH) FY 1989



\*DCASRS

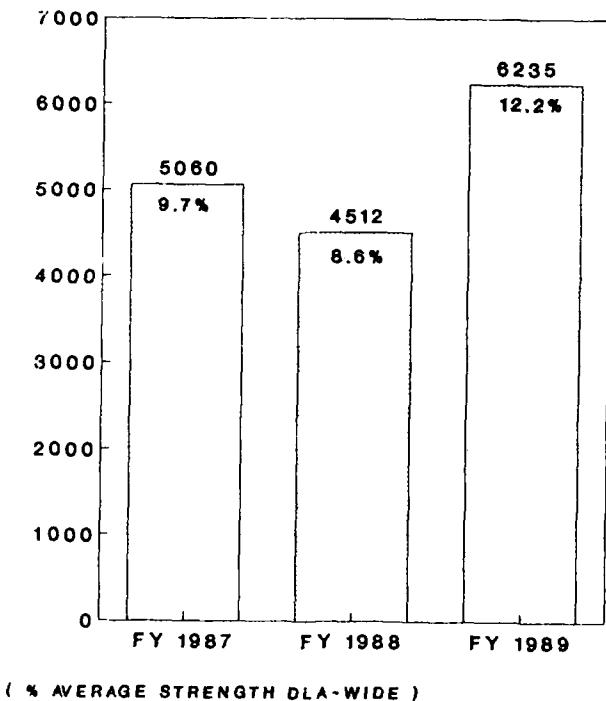
## ACCESSIONS

Accessions are all employee gains to the DLA permanent work force, excluding transfers.

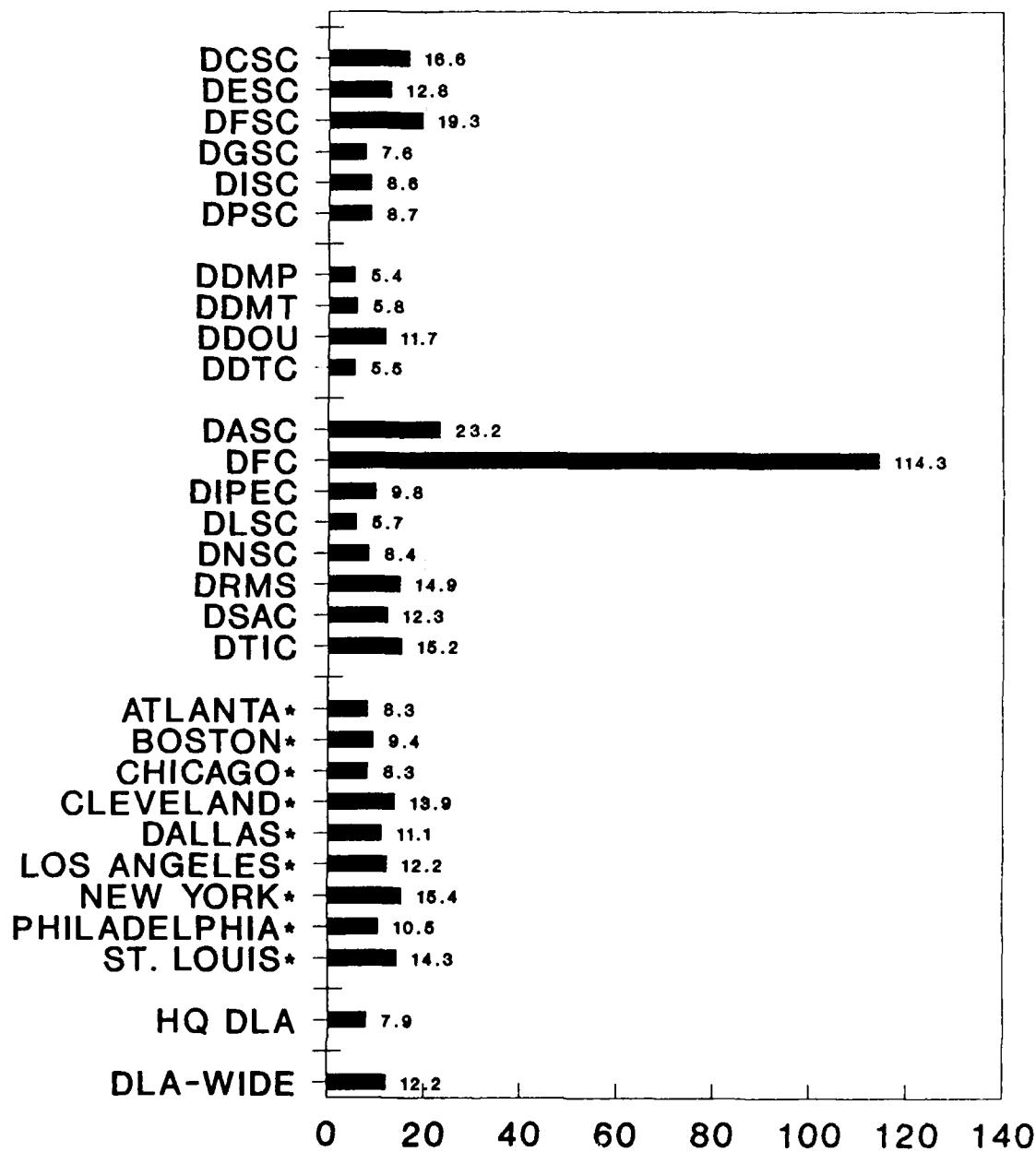
During FY 1989 DLA hired 6,235 full-time permanent employees for a rate of 12.2% of strength. This represents a 130% replacement rate of losses for the same period compared to a 92% replacement rate last year. Service Centers led the way with an accession rate of 20.2% of strength (skewed by the establishment of the DLA Finance Center) followed by DCASRS, 11.6%; Supply Centers, 10.5%; and Depots, 7.1%.

Table 1, Appendix A, shows accessions on an annual basis by major mission groupings for FY 1986 through FY 1989.

## TRENDS IN ACCESSIONS TO PERMANENT WORKFORCE



## ACCESSIONS TO THE PERMANENT WORKFORCE (% PERMANENT STRENGTH) FY 1989



\*DCASRS

## COLLEGE CALIBER INPUT

The recruitment of new employees at trainee levels (GS 5-9) who have four years of college, or a college degree.

OBJECTIVE: At least one out of every three (33.3%) outside hires as trainees for technical, professional, or managerial positions (at GS-5 or above) should be of college caliber.

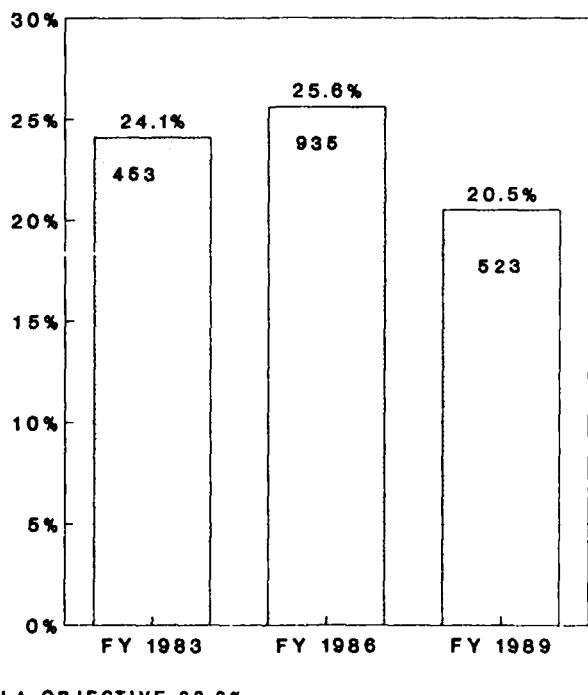
Of the 2,550 GS-5 and above hires during FY 1989, 20.5% (523) were of college caliber.

Six activities achieved or exceeded the goal of 33.3%. By mission groupings Supply Centers had a rate of 35.9%, Service Centers 17.6%, DCASRs 16.6%, and Depots 15%.

Approximately 55% of the college caliber hires were in a procurement related field (171) or quality assurance (114). The ADP, Management Analysis and Administration group (74) and the Engineering group (38) accounted for 21% of the college caliber hires. The accounting group (34) and supply group (42) accounted for 14% while the remaining 10% (50) were in various occupations.

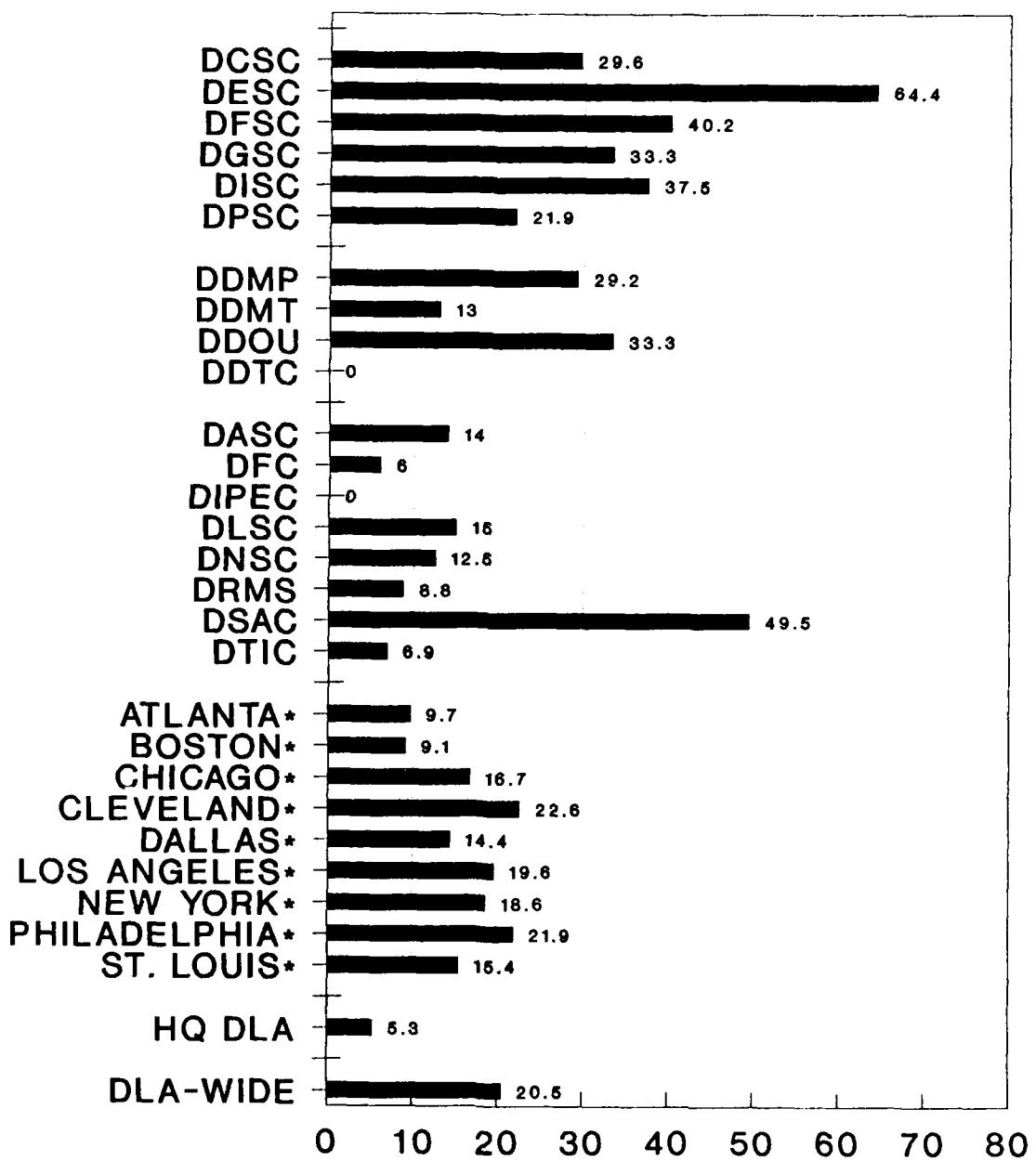
Table 2, Appendix A, shows a breakout of FY 1989 college caliber hires by occupation and mission groupings.

## COLLEGE CALIBER INPUT



DLA OBJECTIVE 33.3%

## COLLEGE CALIBER INPUT FY 1989



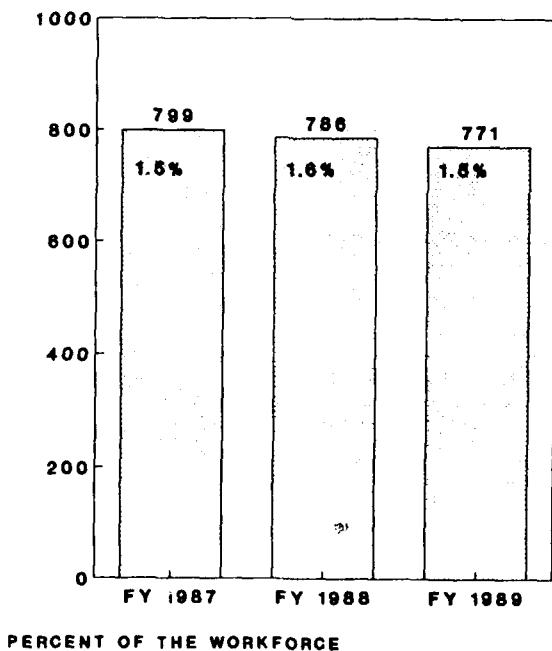
\*DCASRS/ %GS-05 AND ABOVE HIRES

## HANDICAPPED INDIVIDUALS PROGRAM GOAL ACHIEVEMENT

The Department of Defense (DoD) and Defense Logistics Agency (DLA) goal is to achieve a 2.0% representation in the permanent work force of persons identified as severely disabled prior to the end of the Decade of Disabled Persons (1983-1992). The targeted disabilities designated by the U.S. Equal Employment Opportunity Commission are: Deaf, Blind, Missing Extremities, Partial Paralysis, Complete Paralysis, Convulsive Disorders, Mentally Retarded, Mental Illness, and Distortion of Limb/Spine.

As of the end of FY 1989, DLA showed 49,490 permanent employees in the work force. Of this number, 771 or 1.5% were severely disabled. In order to attain the Agency and DoD goal for the current work force, a total of 153 severely disabled employees, an increase of 217 employees with targeted disabilities will be needed. In order to attain the goal by the target date, it is imperative that each DLA activity program for increased employment of qualified individuals with these targeted disabilities.

## HANDICAPPED GOAL ACHIEVEMENT DLA-WIDE



HANDICAPPED INDIVIDUALS EMPLOYMENT PROGRAM

	Total	Disabled (Targeted)	%	Needed
DCASRs				
DCASR Atlanta	1,823	17	0.9	9
DCASR Boston	2,269	26	1.1	18
DCASR Chicago	1,161	20	1.7	2
DCASR Cleveland	1,745	25	1.4	9
DCASR Dallas	1,713	13	0.7	21
DCASR Los Angeles	3,165	21	0.6	41
DCASR New York	2,104	41	1.9	1
DCASR Philadelphia	2,073	17	0.8	3
DCASR St. Louis	1,480	13	0.8	15
	17,533	193	1.1	157
Supply Centers				
DCSC	2,421	41	1.6	7
DESC	2,381	50	2.0	--
DFSC	1,576	7	0.4	23
DGSC	2,409	46	1.9	2
DISC	2,242	56	2.4	--
DPSC	4,794	43	0.8	51
	15,823	243	1.5	73
Service Centers				
DTIC	386	17	4.4	--
DLSC	801	15	1.8	1
DASC	599	12	2.0	--
DNSC	256	3	1.1	1
DFC	997	12	1.2	6
	3,039	42	1.3	18
Depots				
DDMP	1,271	44	3.4	--
DDMT	1,696	50	2.9	--
DDOU	1,528	72	4.7	--
DDTC	1,423	27	1.8	--
	5,918	193	3.2	--
DSAC				
DSAC Columbus	1,031	13	1.2	7
DSAC Ogden	128	4	3.1	--
DSAC Philadelphia	98	4	4.0	--
	1,257	21	1.6	3
DRMS				
DRMS HQ	438	3	0.6	5
DRMS Memphis	812	13	1.6	3
DRMS Columbus	754	9	1.1	5
DRMS Ogden	874	7	0.8	9
DRMS Pacific	125	--	0.0	2
DRMS Europe	48	--	0.0	1
	3,051	32	1.0	28
DIA				
DIPEC	623	15	2.4	--
HQ DLA MSAs	1,394	16	1.1	10
HQ DLA	852	16	1.8	--
DIA TOTAL	49,490	771	1.5	217

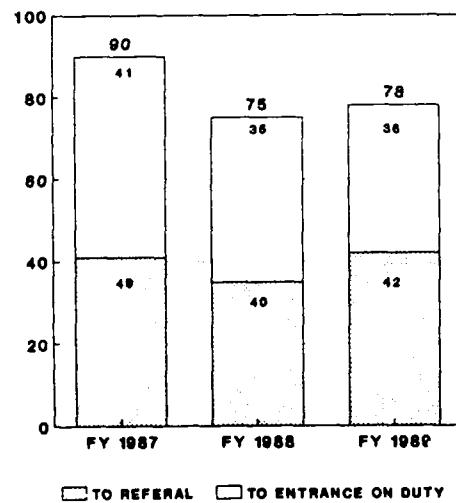
#### AVERAGE TIME TO FILL VACANCIES

The average number of days between personnel office receipt of a Request for Personnel Action (SF-52) and (1) the date the selecting supervisor receives a list of qualified candidates (referral), and (2) the entrance on duty (EOD) date for selectees from both within (internal) and outside (external) the activities. The rates do not include delays caused by freezes imposed by the activity or higher management, vacancies stockpiled to place surplus employees, or other management requests to temporarily suspend fill action.

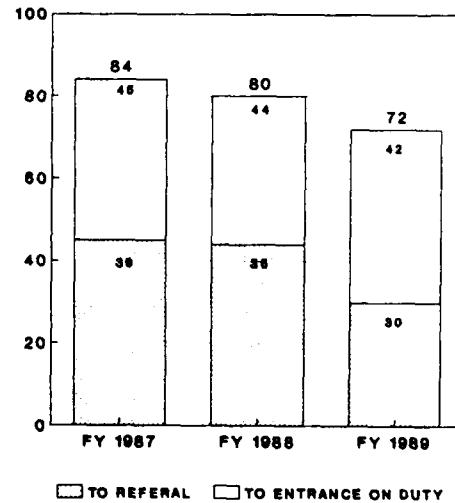
OBJECTIVE: To reduce both the average fill time and the high/low range between activities.

Of the 13,601 placement actions reported this Fiscal Year, 56% were filled from internal sources, and 44% from external sources. For fills from internal sources, Agency-wide fill time between personnel office receipt of the SF-52 and the EOD date increased from 75 to 78 days; the external source rate decreased from 80 to 72 days. Agency-wide, length of time to referral for internal sources averaged 42 days; external source fills averaged 30 days. For internal source fills, activity rates to EOD ranged from a low of 44 days (DISC), to a high of 175 days (DNSC); for external source fills, rates ranged from a low of 27 days (DCASR, Chicago), to a high of 192 days (DASC).

**AVERAGE DAYS TO FILL VACANCIES  
INTERNAL**



**AVERAGE DAYS TO FILL VACANCIES  
EXTERNAL**



AVERAGE DAYS TO FILL VACANCIES  
FISCAL YEAR 1989

	INTERNAL		EXTERNAL	
	REFERRAL	EOD	REFERRAL	EOD
<u>SUPPLY CENTERS</u>	36	74	29	70
DCSC	35	76	19	44
DESC	40	70	21	58
DFSC	76	118	38	84
DGSC	34	90	19	99
DISC	21	44	14	41
DPSC	41	82	51	94
<u>DEPOTS</u>	36	62	29	70
DDMP	35	61	25	52
DDMT	41	52	22	64
DDOU	34	63	37	60
DDTC/1	32	88	26	100
<u>SERVICE CENTERS</u>	73	107	51	88
DASC	81	112	93	192
DFC/2	30	65	3	30
DIPEC	23	50	53	92
DLSC	33	49	45	54
DNSC	132	175	35	152
DRMS	99	135	43	64
DSAC	30	67	13	29
DTIC	89	128	80	110
<u>DCASRS</u>	33	71	21	64
ATLANTA	26	50	29	96
BOSTON	32	72	13	42
CHICAGO	20	52	10	27
CLEVELAND	26	63	10	75
DALLAS	25	64	4	38
LOS ANGELES	43	92	33	80
NEW YORK	DATA IS NOT AVAILABLE			
PHILADELPHIA	40	81	26	65
ST. LOUIS	49	90	46	112
HQ DLA	79	128	56	111
<u>DLA-WIDE</u>	42	78	30	72

/1 Represents 7 month period only.

/2 Represents 1st half only.

## EMPLOYEE SIGNIFICANT RECOGNITION

Percentage of employees who received DLA's more significant awards: Exceptional and Meritorious Civilian Service, Certificates of Achievement or Commendable Service, the Distinguished Career Service, Special Act or Service, and Sustained Superior Performance Awards.

OBJECTIVE: Recognize each deserving employee; strive for equitable recognition of employees at various levels. Individual activities can gauge their usage by comparison with the Agency average.

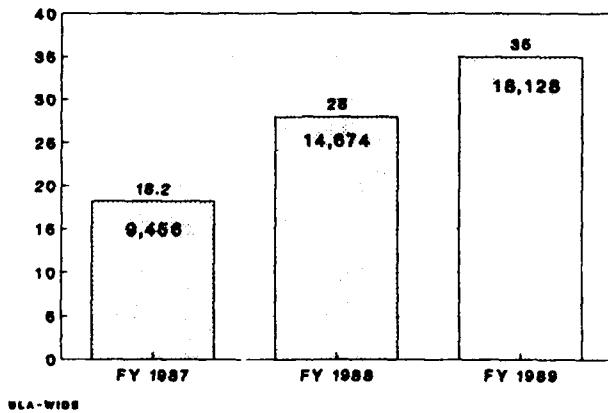
During FY 1989, 18,128 employees (35% of the workforce) received significant recognition from management. An additional 803 (1.5%) were recognized by letters of commendation signed by the activity Head and other awards of similar nature. Of the 18,128 employees receiving significant recognition, 10,329 (57%) received Special Act or Service Awards (8,917 individual awards and 264 group awards involving 1,412 employees) and 5,047 (33.4%) received Sustained Superior Performance Awards. One thousand ninety employees (6%) received Commendable Service Certificates, 284 (1.6%) DLA Distinguished Career Service Awards, and 293 (1.6%) Certificates of Achievement. Eighty two employees received the Meritorious Civilian Service Awards and three employees were presented the DLA Exceptional Civilian Service Award.

This table shows distribution of significant recognition by grade grouping.

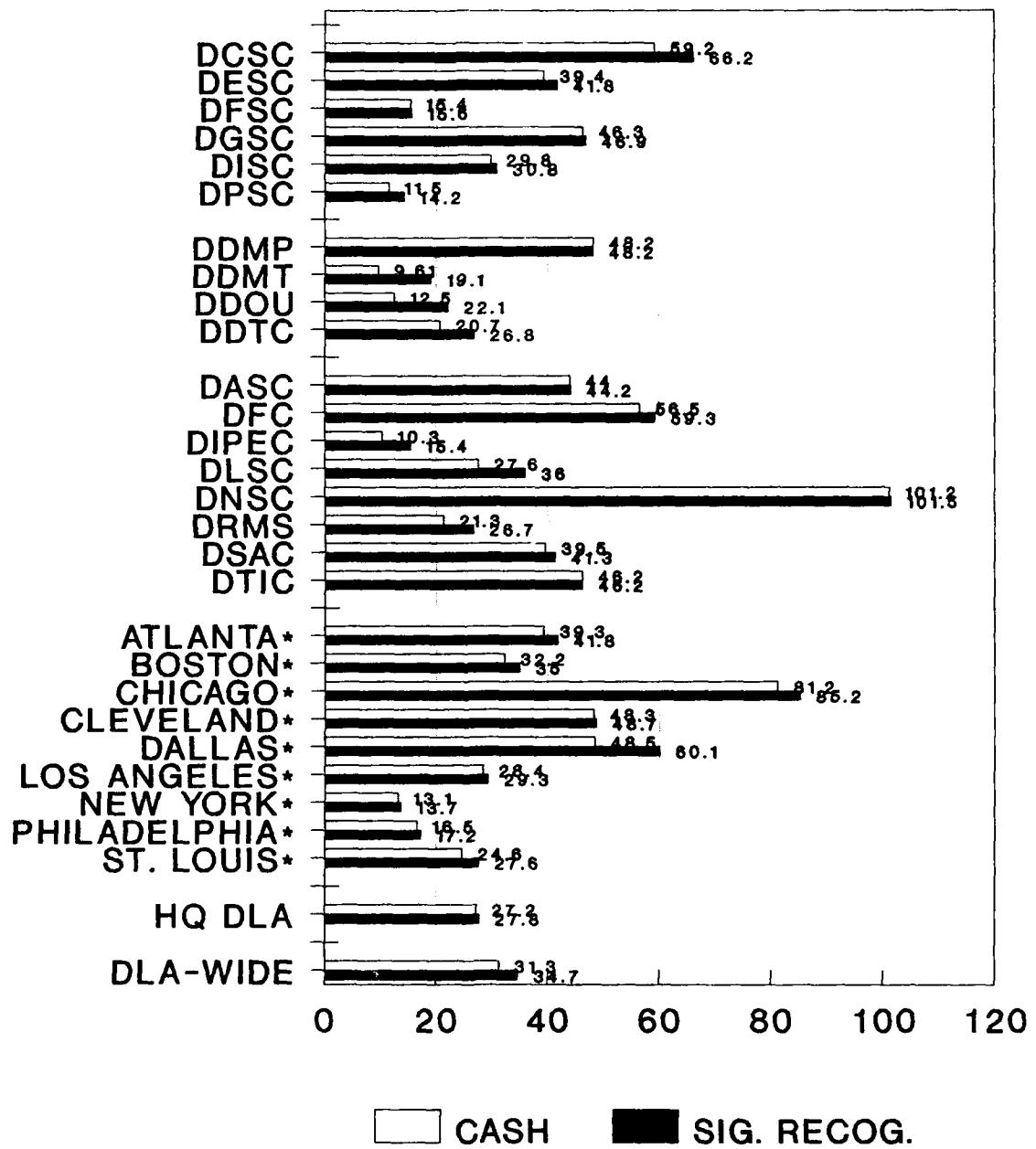
	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>	<u>GM 13-15</u>	WG & <u>Others</u>
% Strength	27.5	46.5	2.3	4.7	19.0
% Recognition	29.9	49.7	1.7	5.6	13.1
% Cash Award	29.2	51.2	2.6	2.6	14.4

An annual summary showing activity recognition rates from FY 1986 through FY 1989 is shown at Table 3, Appendix A.

## EMPLOYEE SIGNIFICANT RECOGNITION (% AVERAGE STRENGTH)



**EMPLOYEE SIGNIFICANT RECOGNITION 1/  
(% PERMANENT STRENGTH) FY 1989**



\*DCASRS 1/EXCLUDES QSI

## QUALITY INCREASES

Percentages of General Schedule employees receiving Quality Increases (QIs) in recognition of their sustained, above-average performance of assigned duties.

STANDARD: Carry out that section of the law which allows an agency to recognize and reward sustained high level performance by authorizing accelerated step increases.

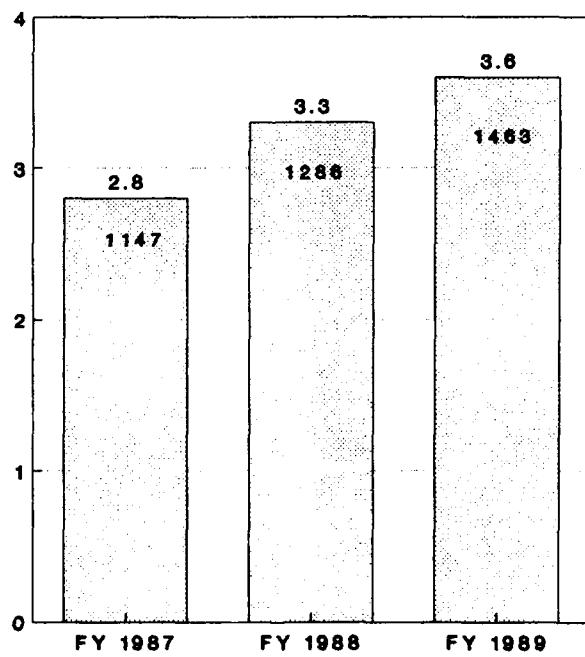
A total of 1,463 QIs were granted during FY 1989, covering 3.6% of the General Schedule work force.

The table below shows distribution of QIs by grade grouping.

	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>
% Total GS Strength	35.1	60.9	3.0
% Total QIs	24.7	71.9	3.3

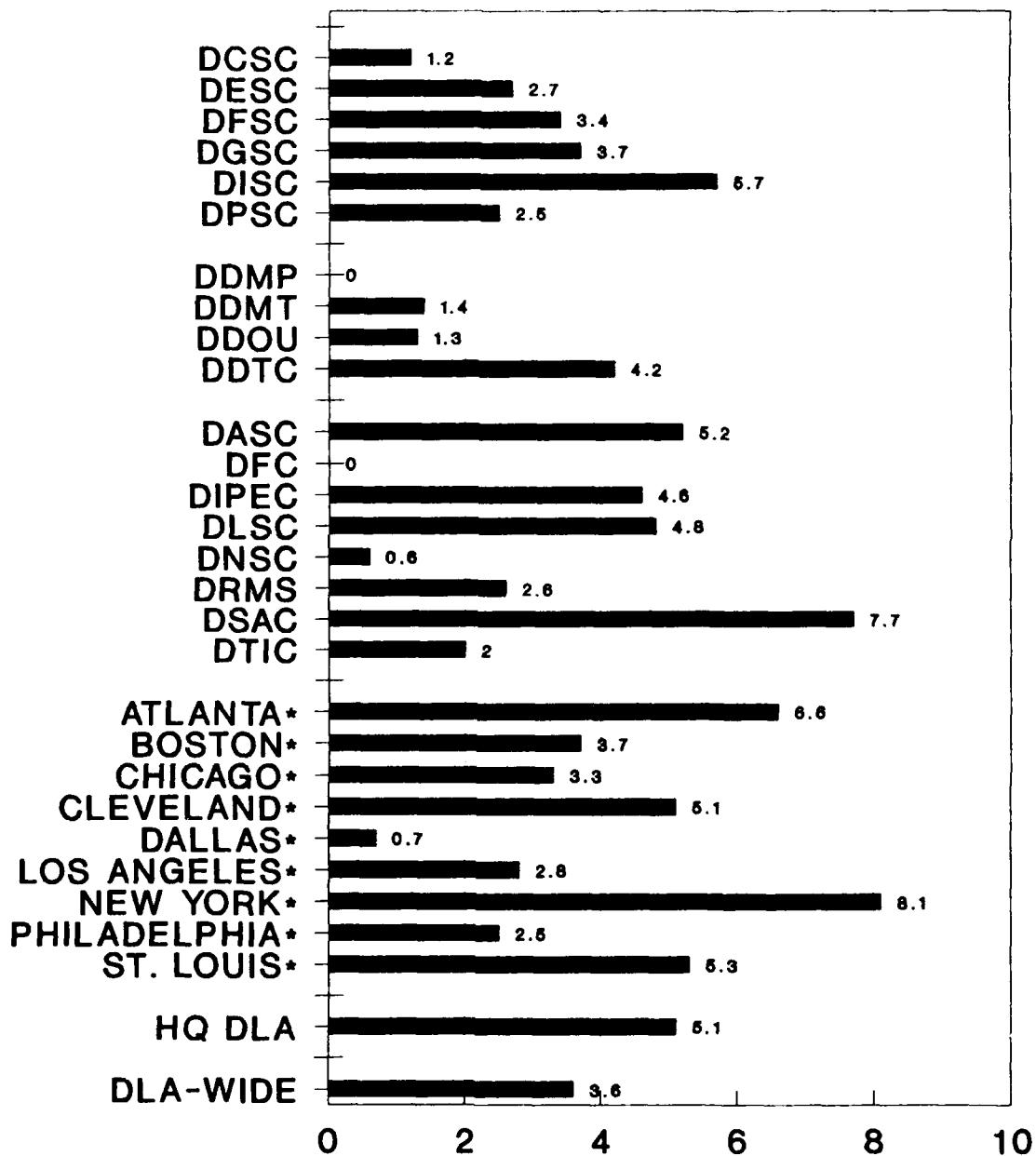
Table 4, Appendix A, reflects annual data by activity for FY 1986 through FY 1989.

## TRENDS IN QUALITY INCREASES (% AVERAGE GS STRENGTH)



DLA-WIDE

## QUALITY INCREASES (% PERMANENT GS STRENGTH) FY 1989



\*DCASRS

#### EMPLOYEE SUGGESTIONS

Approved employee suggestions for improving the economy, efficiency or effectiveness of operations.

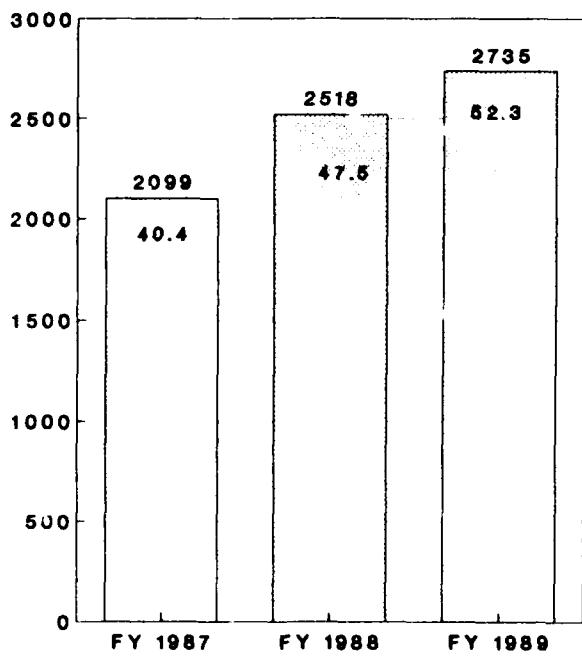
OBJECTIVE: Sixty per 1,000 employees per year.

A total of 2,735 suggestions were adopted in FY 1989, for a rate of 52.3 per 1,000 employees. Nine activities exceeded the goal of 60 with DLSC being the leader with a rate of 245.3. Emphasis on the Model Installation Program (MIP) has resulted in an increased volume of suggestions at some activities.

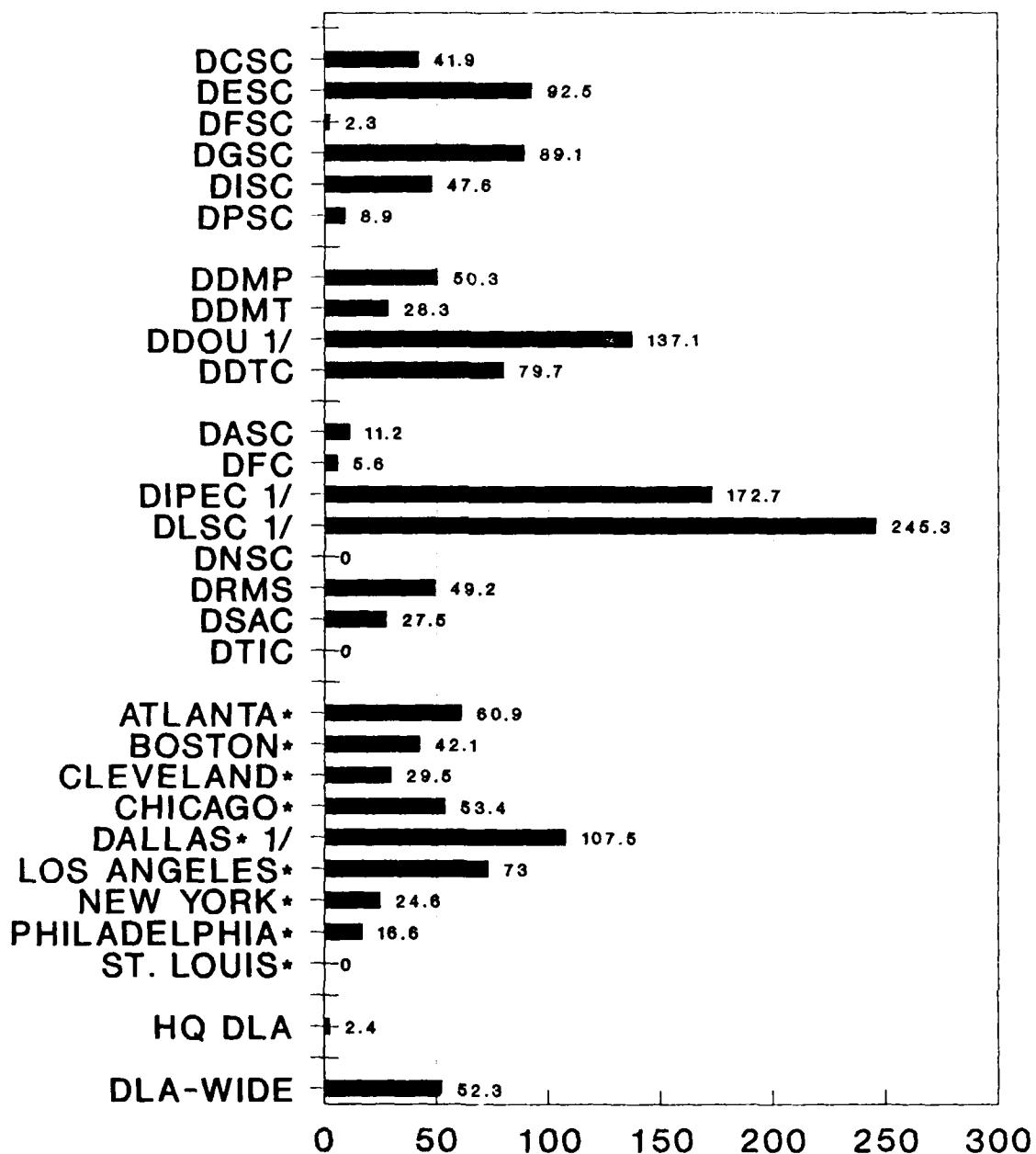
The Agency realized \$4,016,730 in savings through suggestions, which is slightly less than the \$4.1 million saved in FY 1988. Of the 2,735 adoptions, 2,417 earned cash awards for which DLA employees received \$238,696. The average cash award was \$98.76.

Table 5, Appendix A, shows annual rates by activity for FY 1986 through FY 1989.

#### ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES DLA-WIDE



ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES  
FY 1989



\*DCASRS 1/INCLUDES MIPS IN SUGGESTIONS

## DISCIPLINARY AND CORRECTIVE ACTIONS

Percentage of employees removed, terminated for cause, separated for unacceptable performance (inefficiency), suspended, given written reprimands, denied within grade increases, or resigned with disciplinary charges pending, against them.

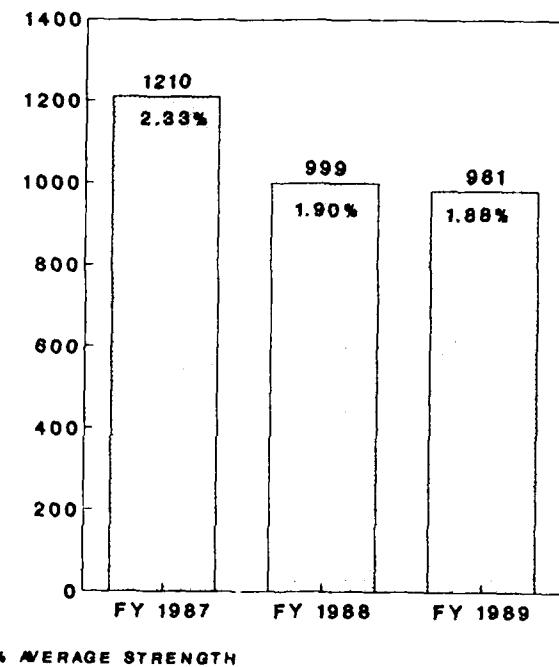
A total of 981 employees were subject to some type of disciplinary action in FY 1989 (1.83% of strength) remaining at essentially the same rate as FY 88. The total actions were distributed as follows: written reprimands, 392 (40%); suspensions, 300 (30.6%); removal for cause, 112 (11.4%); denial of within grade increase, 72 (7.3%); resignation, charges pending, 36 (3.9%); termination probation/pending, 36 (3.7%); unacceptable performance rating on critical elements, 27 (2.7%); and, changes to lower grade, 4 (.4%).

The table below shows distribution of these actions by grade grouping.

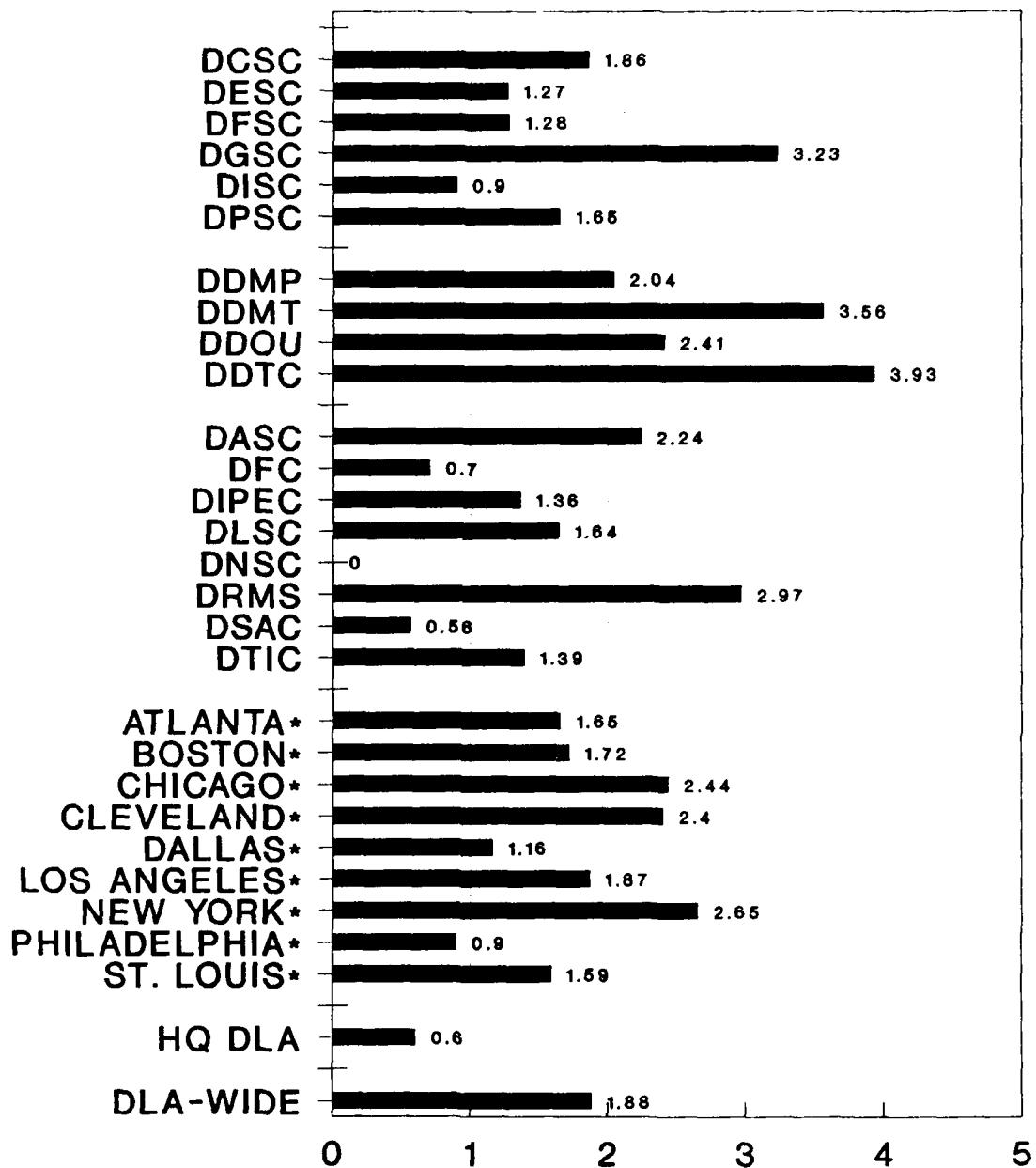
	GS 1-6	GS 7-11	& Above	GM 13-15	Nonsupervisory	Supervisory
% of Actions	35.6	26.8	5.2	.7	30.0	1.7
% of Strength	27.8	35.4	13.8	4.7	17.0	1.3

Table 6, Appendix A, shows annual activity rates for FY 1986 through 1989.

## TRENDS IN DISCIPLINARY AND CORRECTIVE ACTIONS



## DISCIPLINARY AND CORRECTIVE ACTIONS (% PERMANENT STRENGTH) FY 1989



\*DCASRS

## GRIEVANCES

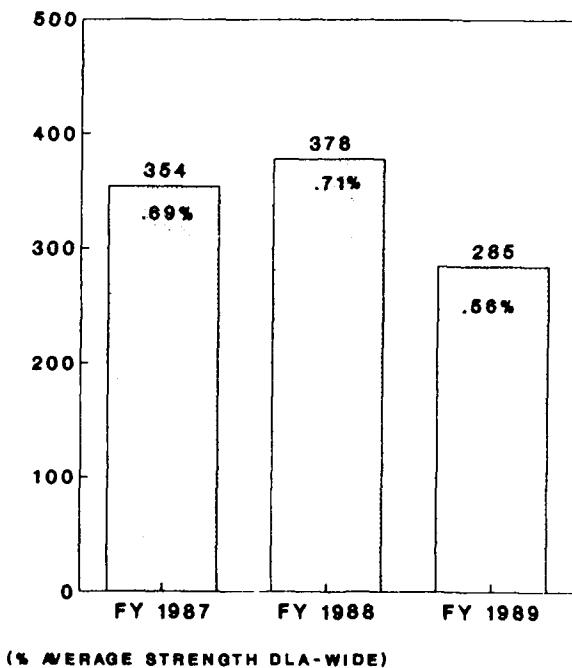
Percentage of employees who filed grievances (not including EEO complaints) with their activity.

A total of 285 grievances, were filed during FY 1989 for a rate of .56% of strength. This figure represents a slight decrease in grievance activity in our workforce. The actions initiated during this period include 41 grievances filed in accordance with Agency procedures and 244 processed under negotiated grievance procedures. The latter category included 15 grievances for union concerns. At the close of the reporting period, 84 grievances were pending resolution.

Following are annual rates by mission grouping. DLA-wide totals include HQ DLA and Management Support Activities.

	FY 1986	FY 1987	FY 1988	FY 1989
	Nr.	%	Nr.	%
Supply Centers	100	.56	96	.56
Service Centers	45	.63	31	.44
Depots	139	1.99	120	1.73
DCASRs	102	.54	107	.58
DLA-Wide	386	.73	354	.69
			378	.71
			285	.56

## GRIEVANCES INITIATED EXCEPT EEO COMPLAINTS



## WORK FORCE AGE

Percentage of highly experienced and skilled employees approaching or reaching retirement eligibility as an indicator of training and employment programs needed to replace them.

The Agency's older employees represent, generally, the most experienced part of the work force and those assigned to the highest levels of responsibility. As ever larger percentages of the work force become eligible for retirement, or approach retirement eligibility, the greater the efforts which must be made toward identifying and training replacements.

While the workforce age profile is somewhat improved overall, some occupations and/or activities could experience a sudden loss of expertise due to retirements.

### AGE AND RETIREMENT ELIGIBILITY

#### Total Work Force

<u>End of</u>	Average		<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>
	<u>Age</u>	<u>50+</u>		
FY 1989	42.2	26.9%		7.4%
FY 1986	41.8	29.0%		7.7%
FY 1983	42.5	34.2%		10.6%

#### GS 1-6, WG & Other

	<u>Age</u>	<u>Ret.</u>	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>
	<u>50+</u>	<u>Elig.</u>				
FY 1989	20.1%	4.0%	31.9%	8.5%	28.9%	8.0%

#### GS 7-11

#### GS 12 & Above

FY 1986	22.1%	5.3%	32.2%	9.1%	42.6%	11.9%
FY 1983	25.4%	7.1%	40.8%	13.4%	48.8%	16.0%

Tables 7 and 8, Appendix A, contain more detailed information on age and retirement eligibility by activity.

\*The grade range format has been changed in the report from which this information is obtained.

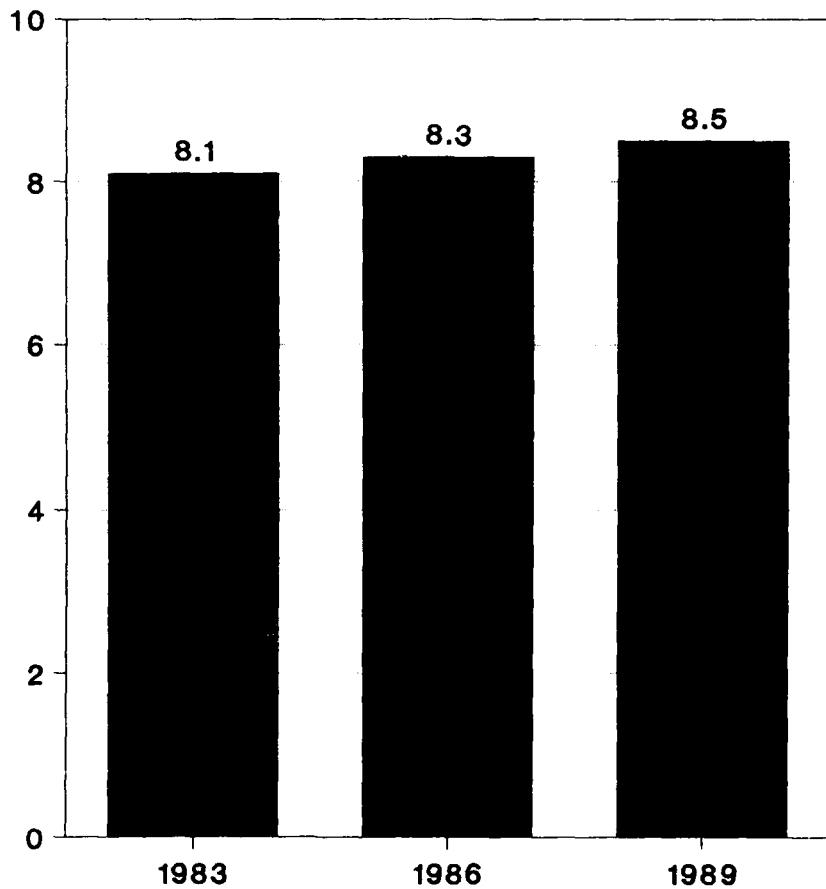
#### AVERAGE GRADE

The average grade of employees in the General Schedule (GS/GM) is derived by adding the grades of all employees in the pay system and dividing that sum by the total number of employees in the pay system. Averages are rounded to the nearest tenth.

GS/GM average grade for the agency as a whole has increased at a fairly steady rate over the past six years, although there has been greater fluctuation in GS/GM average grades for individual activities.

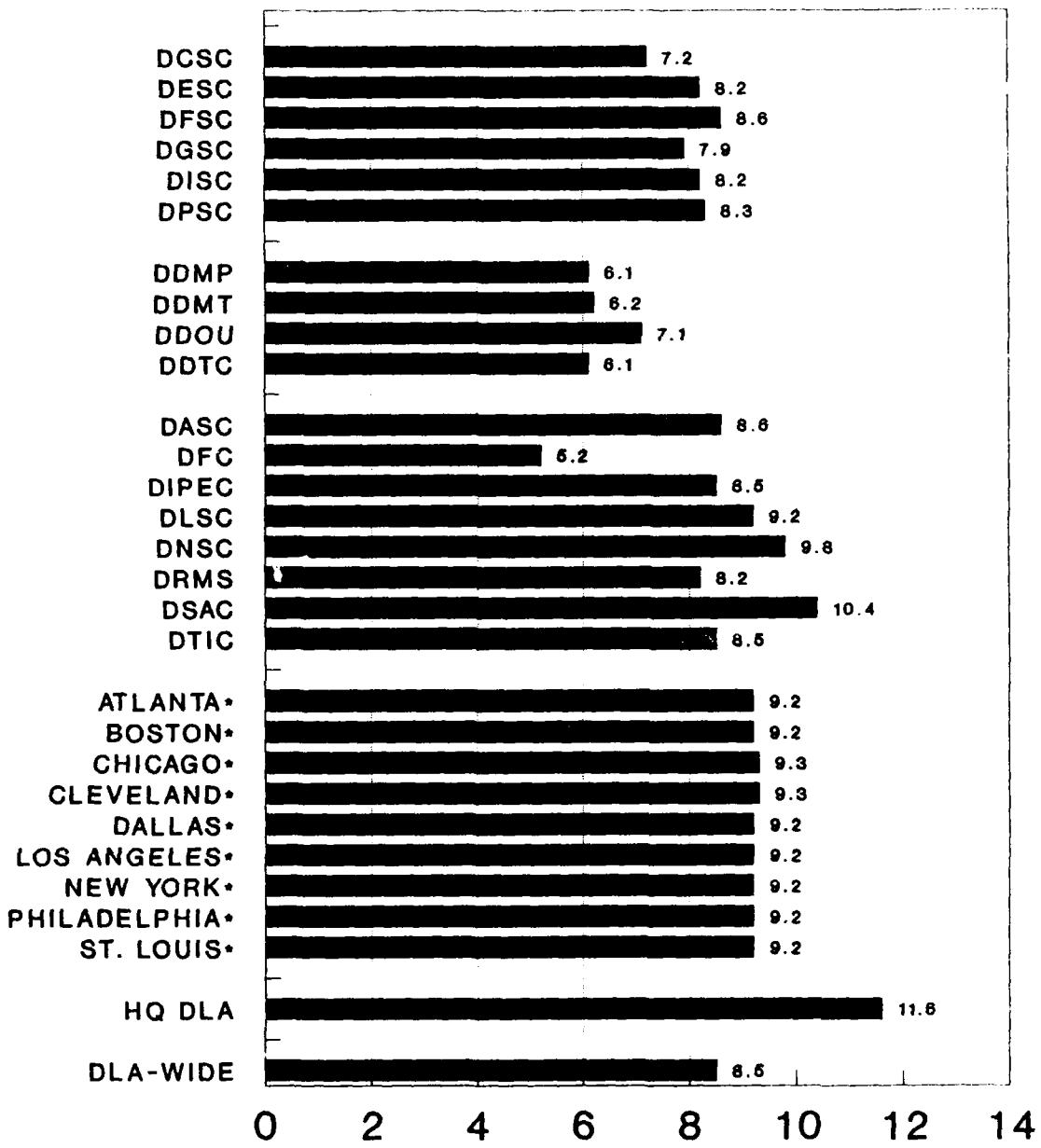
Table 10, Appendix A, contains detailed information on average grade over a ten year period.

## AVERAGE GS/GM GRADE TREND



NOTE: GM DID NOT EXIST IN 83 & 86

## AVERAGE GS/GM GRADE FY 1989



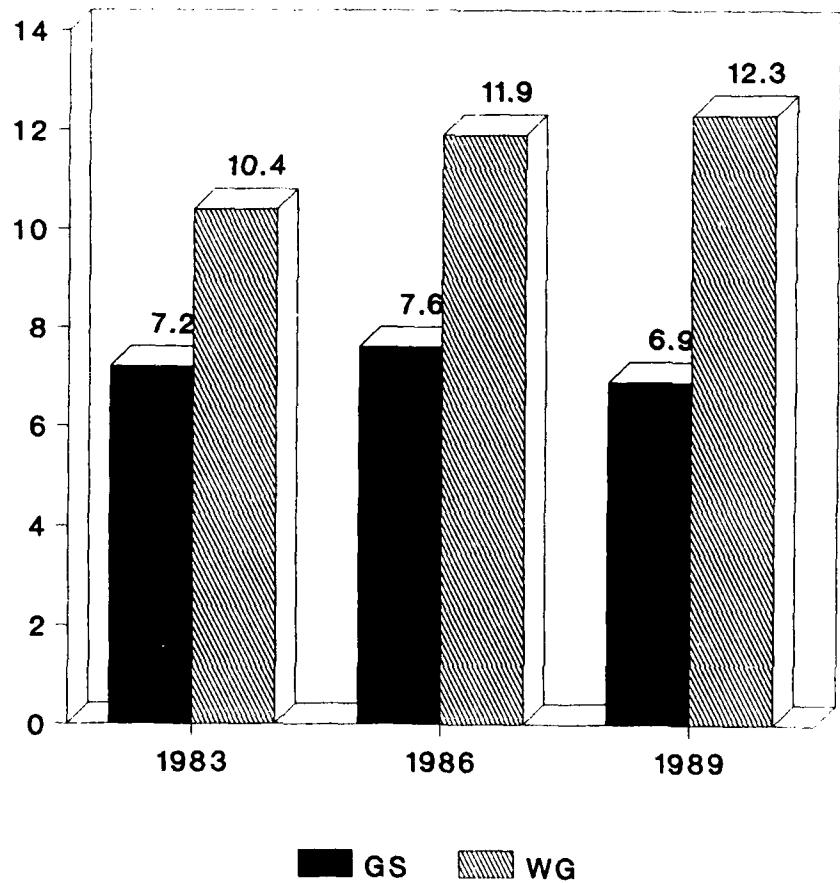
\*DCASRS

#### SUPERVISORY RATIO

The ratio of supervisory employees to total non-supervisory employee participation. A supervisor is an employee who meets the definition of "supervisor" in the appropriate position classification guide (GS or WG). General Schedule (including both GS & GS) and Federal Wage System supervisory ratios are computed separately. Federal Wage System figures include W3 employees only (no WL-wage leader-positions).

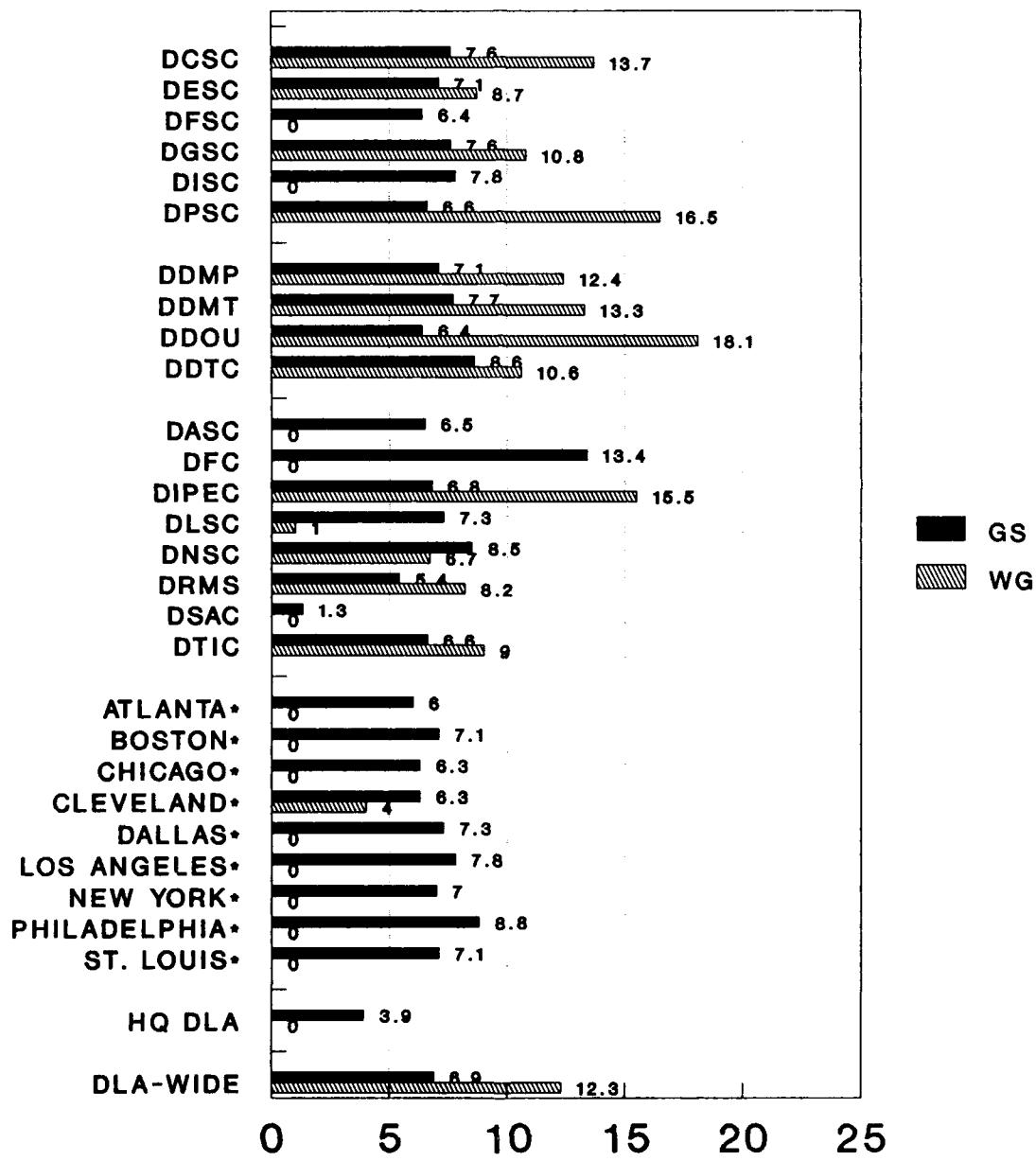
General Schedule supervisory ratios have tended to fluctuate around a 1:7 mid-point over the past few years. Wage Grade ratios have risen steadily over the six year period covered here - from 1:10.4 in 1983 to 1:12.3 in 1989.

### SUPERVISORY RATIO TREND



# SUPERVISORY RATIO

## FY 1989



\*DCASRS

## EEO COMPLAINTS

Total EEO complaint activity including number and percentage of EEO counseling contacts, complaints filed and processed to include final action on formal complaints.

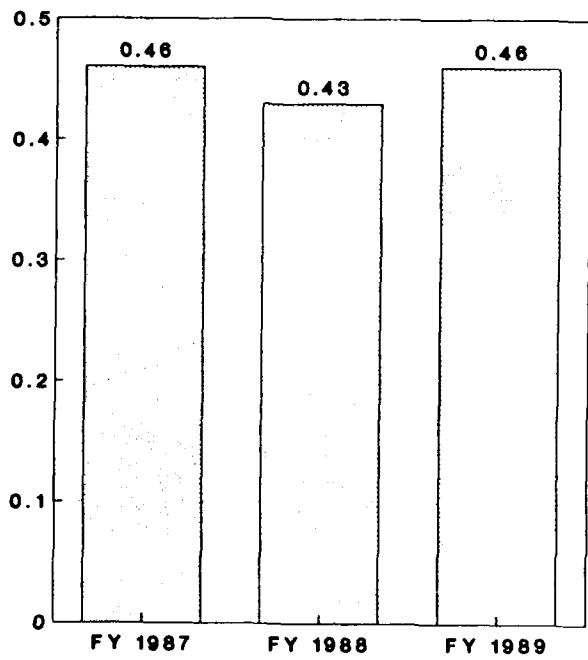
During FY 1989, 1,252 persons were counseled regarding EEO issues, resulting in 242 formal complaints being filed (19% of those counseled). There were 263 complaint closures during the period.

The average number of days from filing to closure of complaints within DLA continues to be a concern. For the 263 complaints closed during the period, the average number of days from filing to closure was 464 days.

Complaint inventory decreased by 7% during the period. There were 306 complaints on hand at the beginning of the period and 285 on hand at the end of the period.

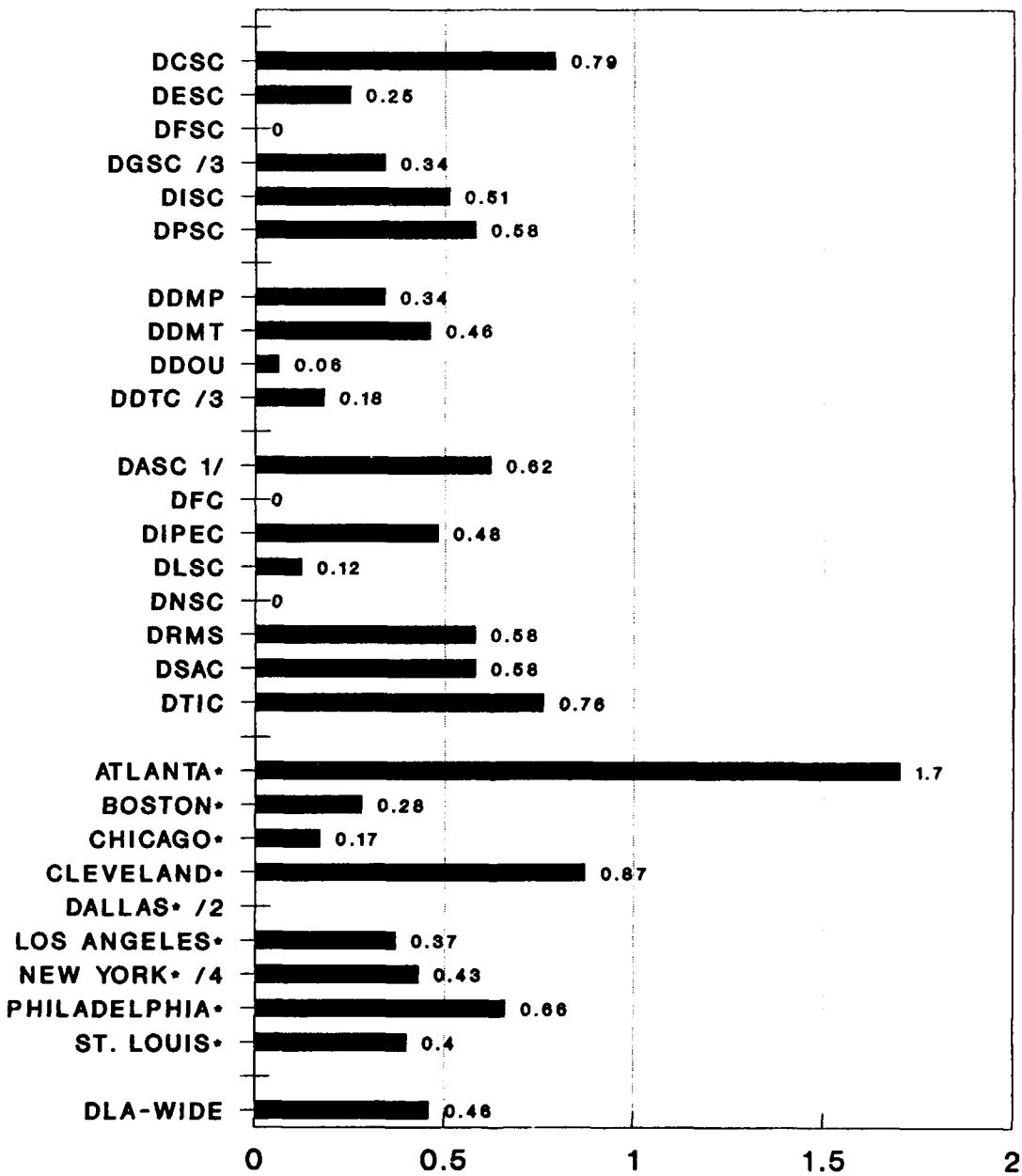
Agency-wide complaint activity for FY 1985 through FY 1989 is summarized at Table 9, Appendix B.

## EEO COMPLAINTS DLA-WIDE



EXPRESSED AS A % OF THE WORKFORCE.

## EEO COMPLAINTS (% PERMANENT STRENGTH) FY 1989



\*DCASRS 1/INCLUDES HQ DLA 2/NO DATA 3/1ST HALF ONLY 4/2ND HALF ONLY

#### TIMELY PROCESSING OF EEO COMPLAINTS

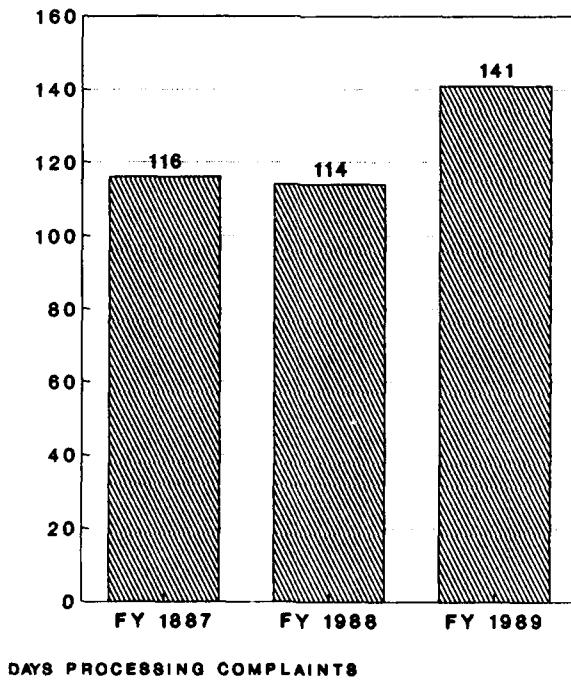
The objective is to reduce avoidable delays in complaints processing time at each PLFA. Tracking is done at six stages of in-house complaints processing which include the following: (1) date of acceptance/rejection/cancellation; (2) date investigation started on-site; (3) date report of investigation received; (4) date of informal adjustment attempt; (5) date proposed disposition issued; and (6) date EEOC Hearing/DLA Decision without Hearing requested.

---

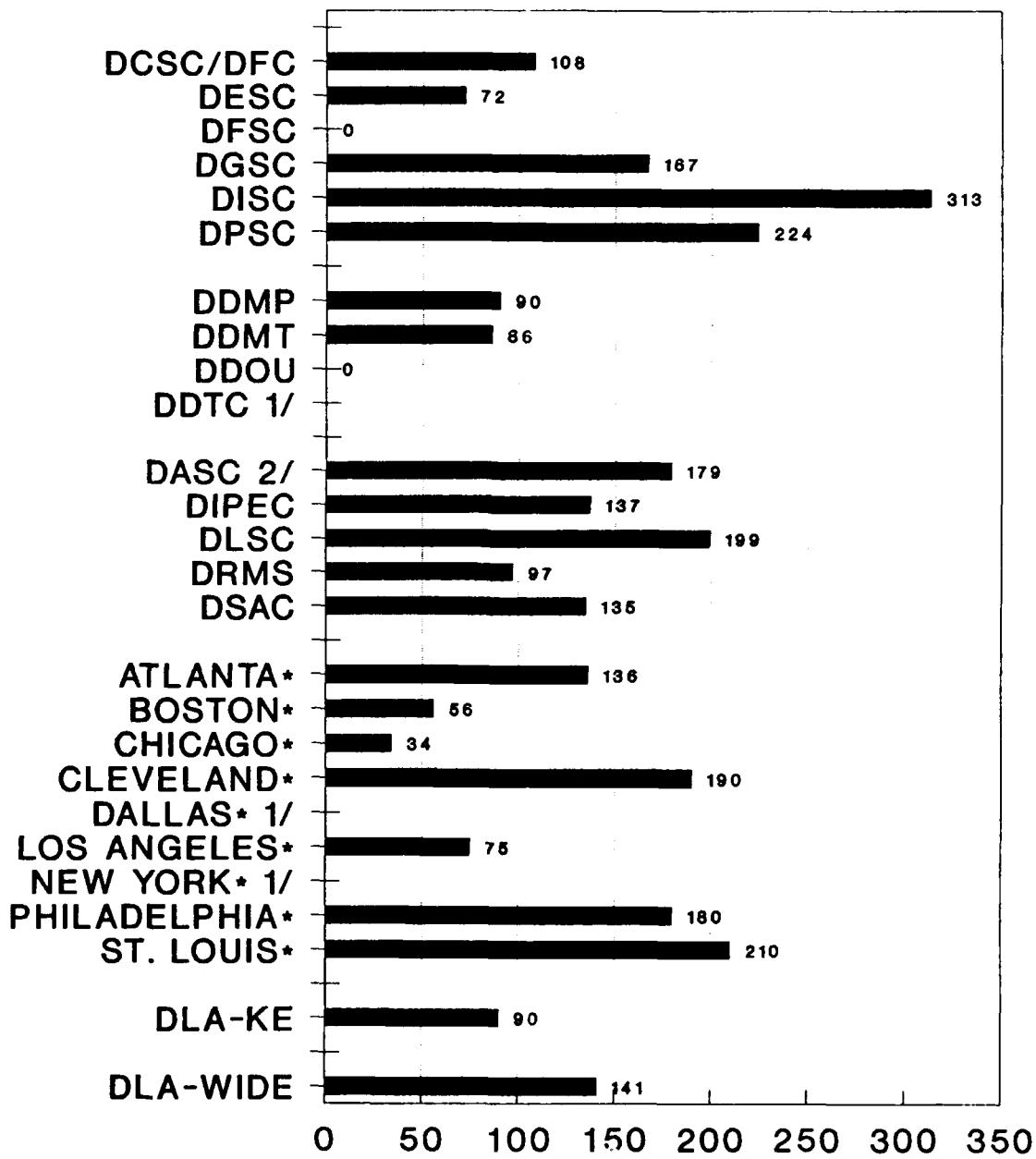
During FY 1989, only 4 PLFAs were below the recommended 85-day time frame for overall processing time in the six stages covered. The DLA-wide average was 141 days; compared to 114 days for FY 1988.

For DLA decisions rendered by Headquarters, DLA during FY 1989, the average processing time to closure was 90 days compared to 104 days for FY 1988.

#### EEO COMPLAINTS AVERAGE PROCESSING TIME DLA-WIDE



## PROCESSING EEO COMPLAINTS (AVERAGE DAYS) FY 1989



\*DCASRS 1/DATA NOT AVAILABLE    2/INCLUDES DLA HQ/DTIC/DNSC

## PLFA PROGRESS AGAINST EIGHT MAJOR PARITY INDEX (PI) GOALS

The principal objective of the DLA EEO Program is "to fully integrate the workforce at all levels." Agency-wide PI goals were established to track progress toward attainment of this ultimate objective. The PI goals are as follows:

1. Obtain a minority PI of 100 at every activity for each 6-month reporting period.
2. Obtain a PI of 100 for minority employment in middle grade jobs (GS-9-12 and Wage Grade (WG) equivalents) at every activity for each 6-month reporting period.
3. Obtain a PI of 100 for minority employment in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.
4. Obtain a Hispanic PI of 100 at every activity for each 6-month reporting period.
5. Obtain a PI of 100 for Hispanic employment in middle grade jobs (GS-9-12 and WG equivalents) at every activity for each 6-month reporting period.
6. Obtain a PI of 100 for Hispanic employment in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.
7. Obtain a PI of 100 for women in middle grade jobs (GS-9-12 and WG equivalents) at every activity for each 6-month reporting period.
8. Obtain a PI of 100 for women in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.

---

Data for FY 1989 shows that there was a decrease of 10% in agency-wide progress toward achievement of a fully integrated workforce. As of 30 September 1988, 32.9% of the workforce was fully integrated in the eight areas covered--as of 30 September 1989, 29.5% of the workforce was fully integrated in the eight areas covered.

PROGRESS OF DLA PLFAS TOWARD A FULLY INTEGRATED WORKFORCE  
30 SEPTEMBER 1989

ACTIVITY	OVERALL MINORITY PI	HIGH GRADE MINORITY PI	HIGH GRADE MINORITY PI	HIGH GRADE HISPANIC PI	HIGH GRADE HISPANIC PI	HIGH GRADE WOMEN PI	HIGH GRADE WOMEN PI	
DLA-WIDE	100+	100+	61	87	73	37	74	53
DSAC-WIDE	100+	100+	78	58	74	0	88	41
DRNS-WIDE	100+	100	40	100+	57	0	90	39
DCAS-WIDE	100+	95	55	67	57	27	53	37
DIPEC-WIDE	91	74	42	59	63	0	39	22
DCSC	100+	100+	100+	100	100+	100+	100+	66
DDOU	100+	100+	100+	100+	100+	0	48	16
DLSC	100+	100+	63	100+	100+	0	100+	53
DFC	100+	100+	100+	84	0	100+	100+	97
DDTC	100+	100+	82	100+	79	46	76	18
DCASR ATLANTA	100+	100+	72	100+	100+	33	58	31
DESC	100+	100+	97	100+	100+	0	90	30
DCASR CLEVELAND	100+	100+	82	100+	100	0	51	28
DISC	100+	100+	47	100+	100+	65	89	51
DDMT	100+	100+	78	24	100+	0	58	62
DISPERSED MSAS	100+	100+	56	100+	100+	100+	94	29
DCASR ST. LOUIS	100+	74	31	71	80	52	50	35
DCASR NEW YORK	100+	90	37	80	55	38	49	35
DGSC	100+	100+	54	90	100+	100+	100+	69
DTIC	100+	100+	45	49	0	0	100+	88
DPSC	100+	100+	57	78	66	41	98	43
DDMP	100+	86	80	80	67	0	53	21
DCASR DALLAS	100+	85	53	80	77	32	52	51
DCASR LOS ANGELES	100+	100+	67	51	55	18	59	41
DCASR CHICAGO	100+	88	45	50	48	20	59	42
DCASR PHILADELPHIA	100+	78	49	72	65	65	50	33
DCASR BOSTON	100+	87	46	95	48	65	46	33
DASC	86	56	18	44	19	51	88	56
DFSC	90	69	41	59	54	46	100+	56
DNSC	62	43	15	26	0	47	52	96
HQ DLA	55	48	42	35	12	40	100+	76

PERCENTAGE OF WORKFORCE INTEGRATION ON 30 SEPTEMBER 1988: 32.9%  
PERCENTAGE OF WORKFORCE INTEGRATION ON 30 SEPTEMBER 1989: 29.5%  
PERCENTAGE INCREASE IN WORKFORCE INTEGRATION: -10.0%

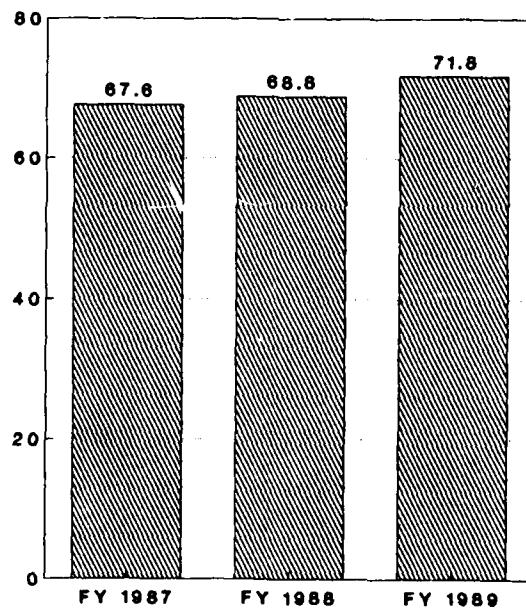
## SICK LEAVE

Average number of sick leave hours used per employee during the year.

Employees used 3,749,385 hours of sick leave during FY 1989, for an average of 71.8 hours per employee. Based on current average employee salary, Agency cost of sick leave was \$48.3 million in nonproductive time.

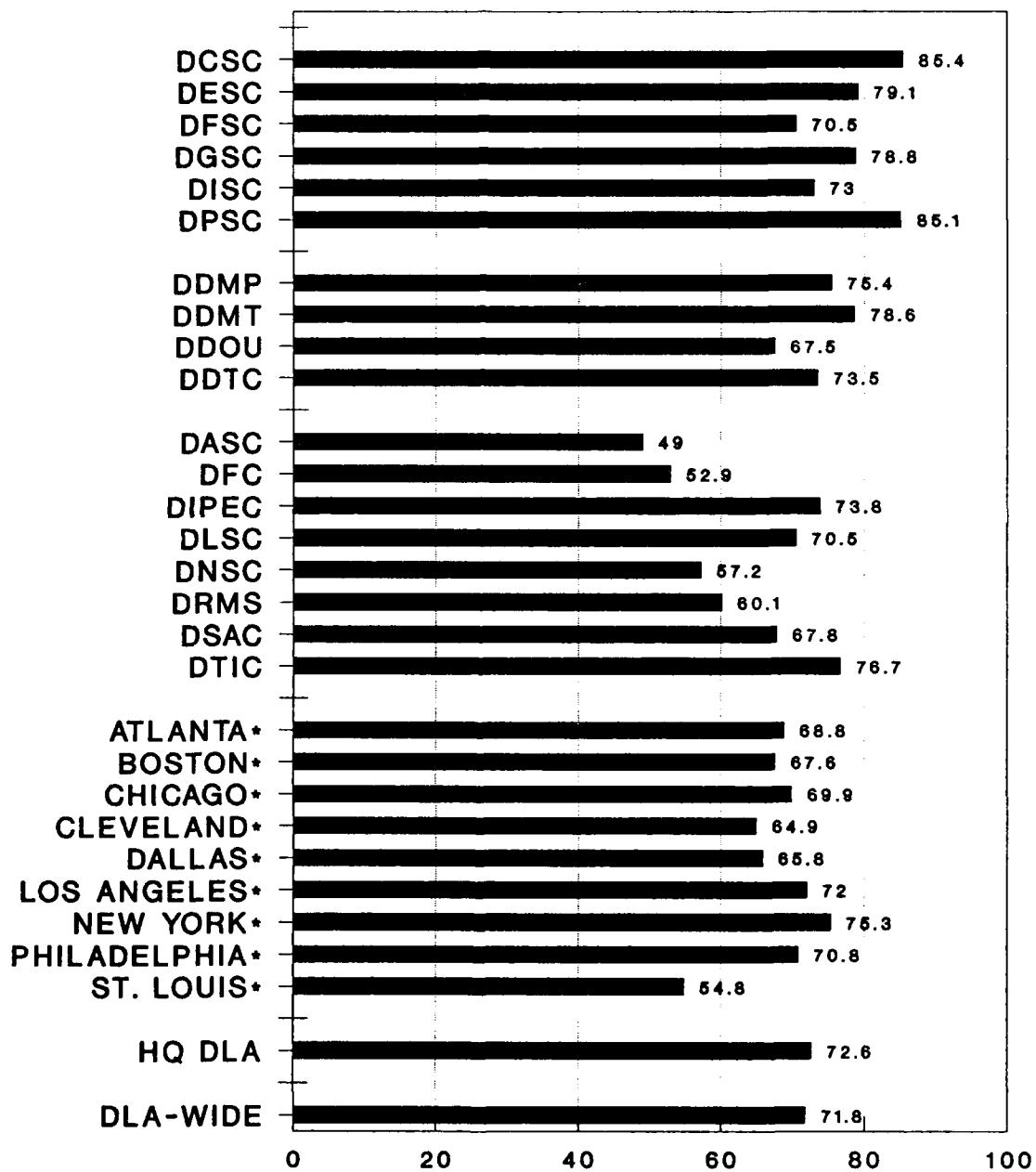
Annual rates by activity for FY 1986 through FY 1989 are at Table 11, Appendix A.

### AVERAGE SICK LEAVE USAGE PER EMPLOYEE DLA-WIDE



FIGURES GIVEN IN HOURS USED.

**SICK LEAVE USAGE-AVE HOURS PER EMPLOYEE  
DLA-WIDE**



\*DCASRS

#### CONTINUATION OF PAY

Continuation of Pay (COP) is the continuation of an employee's regular pay by the employing agency with no charge to sick or annual leave. COP may be granted in traumatic injury cases for a maximum of 45 calendar days.

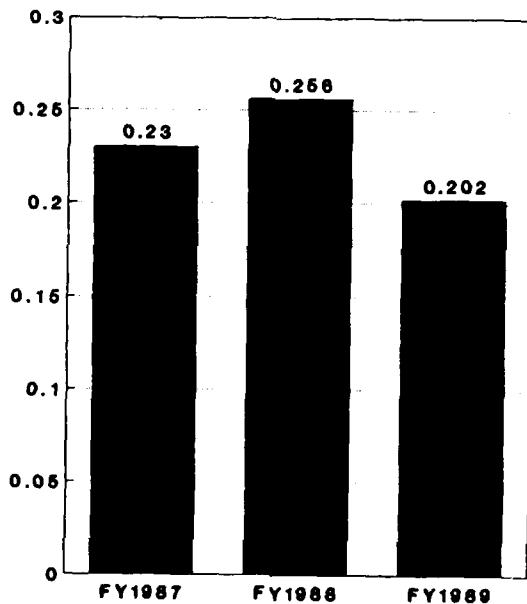
OBJECTIVE: To reduce COP usage by returning injured employees to work as quickly as possible and thereby realizing lower total workers compensation costs.

---

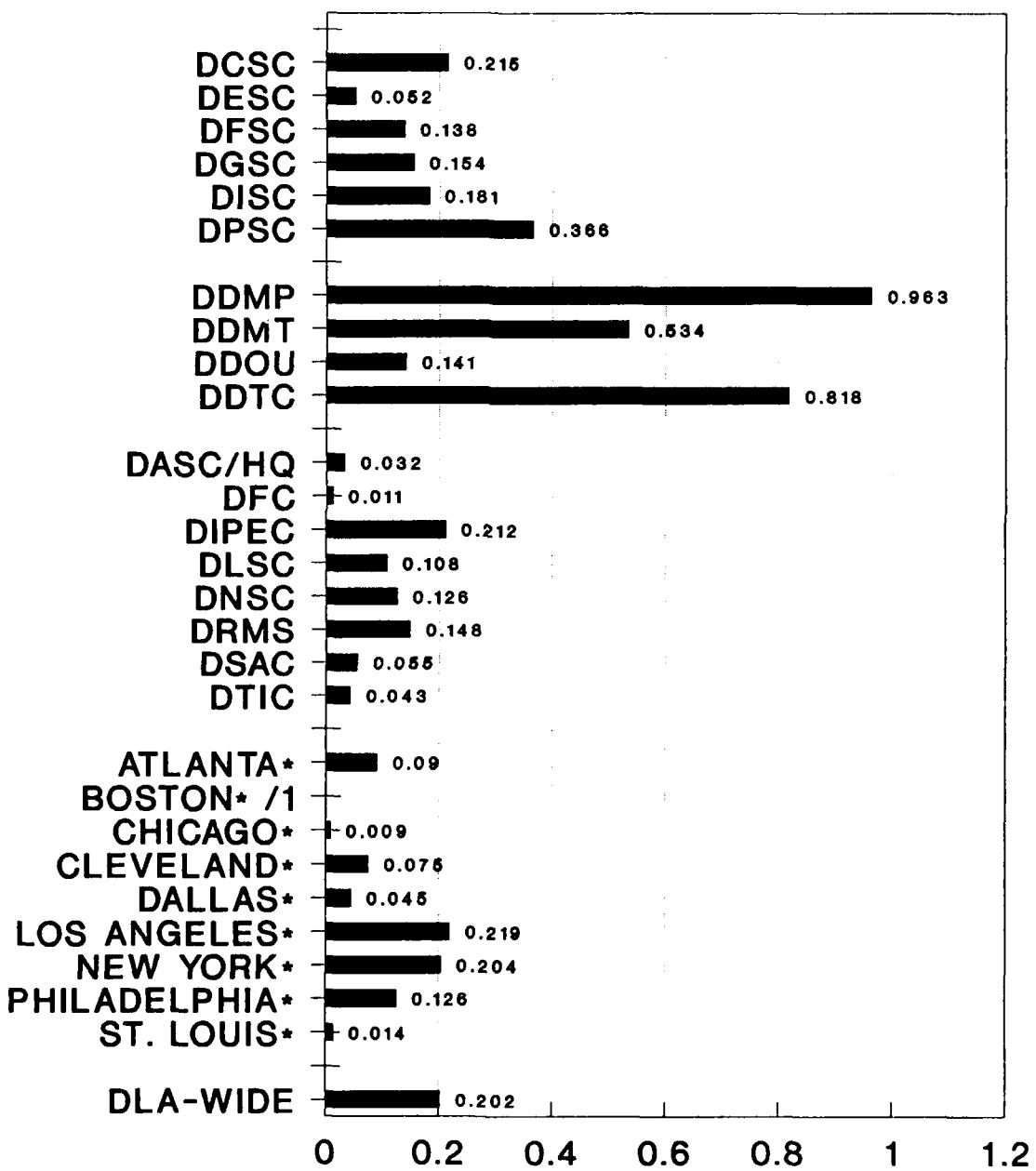
Rate of usage of COP for FY 1989 was .202 workdays per capita. This represents a total cost to the Agency of \$783,599.78 in non-productive time.

The chart below compares days of COP per capita in DLA for the last three fiscal years.

#### CONTINUATION OF PAY PER CAPITA DLA-WIDE



## CONTINUATION OF PAY FY 1989



\* DCASRS /1 DATA NOT SUBMITTED

#### SUPERVISORY TRAINING

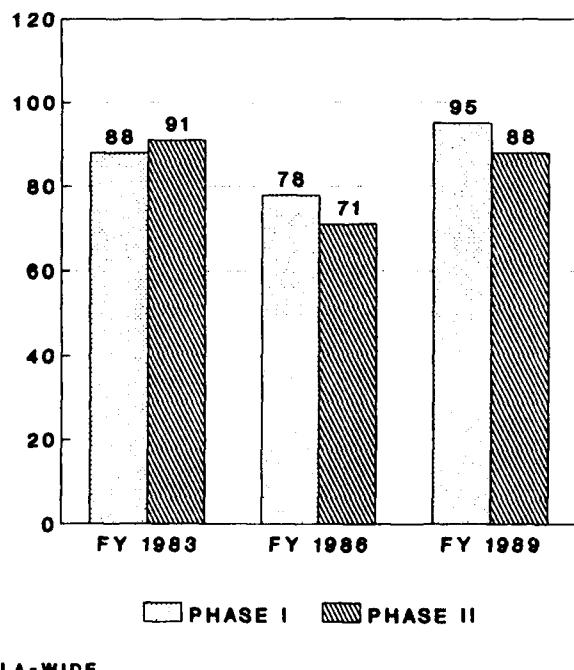
The number of supervisors on the rolls at the end of the reporting period who have completed required supervisory training or received written waivers.

OBJECTIVE: To provide essential training to new first-level supervisors and to systematically provide all supervisors with any additional training needed. Phase I training (40 hours) should be completed within 6 months after first assignment as a supervisor; Phase II (an additional 40 hours) within one year after assignment.

At the close of FY 1989, there were 5,879 supervisors on the rolls; 95% (5,590) had completed the 40 hours Phase I training, while 88% (5,158) had completed the additional 40 hour Phase II training.

About 2% of our supervisors had held supervisory positions over six months without having accomplished their first 40 hours of Phase I training, and 4% had been appointed over one year without completing Phase II.

#### TREND IN SUPERVISORY TRAINING (% SUPERVISORS TRAINED)



DLA-WIDE

**SUPERVISORY TRAINING**

( % Supervisors Trained)  
Fiscal Year 1989

<u>Activity</u>	<u>Completed Phase I</u>	<u>Completed Phase II</u>
<b><u>Supply Centers</u></b>		
DCSC	100	91
DESC	94	90
DFSC	78	48
DGSC	100	100
DISC	100	100
DPSC	86	97
<b><u>Depots</u></b>		
DDMP	100	97
DDMT	93	93
DDOU	100	98
DDTC	97	89
<b><u>Service Centers</u></b>		
DASC	72	38
DFC	70	51
DIPEC	74	51
DLSC	100	79
DNSC	92	50
DRMS	70	57
DSAC	100	100
DTIC	92	50
<b><u>DCASRs</u></b>		
ATLANTA	87	83
BOSTON	90	90
CHICAGO	97	90
CLEVELAND	93	79
DALLAS	100	100
LOS ANGELES	100	100
NEW YORK	89	82
PHILADELPHIA	100	100
ST. LOUIS	95	90
HQ DLA	83	61
DLA-Wide	95	88

APPENDIX A

ANNUAL SUMMARY

FISCAL YEAR 1989

**ACCESSIONS, LOSSES AND QUITTS - PERMANENT WORK FORCE**  
**FY 1986 - FY 1989**

	ACCESSIONS		LOSSES		QUITTS	
	FY 1989	1,676	10.8	1,396	9.0	801
<b>SUPPLY CENTERS</b>						
FY 1989	1,676	10.8	1,396	9.0	801	5.2
FY 1988	1,421	8.2	1,309	7.6	707	4.1
FY 1987	1,176	6.9	1,303	7.7	736	4.3
FY 1986	1,693	11.5	1,939	13.1	905	6.1
<b>DEPOTS</b>						
FY 1989	503	7.1	466	6.6	251	3.5
FY 1988	314	4.5	515	7.3	287	4.1
FY 1987	271	3.9	611	8.8	326	4.7
FY 1986	395	6.2	692	10.9	354	5.6
<b>SERVICE CENTERS</b>						
FY 1989	1,608	20.2	668	8.4	383	4.8
FY 1988	1,001	13.8	742	8.7	433	5.1
FY 1987	773	10.9	709	10.0	372	5.3
FY 1986	860	12.4	969	14.0	405	5.9
<b>DCASRS</b>						
FY 1989	2,137	11.6	1,879	10.2	1,195	6.5
FY 1988	1,642	8.7	2,037	10.8	1,334	7.1
FY 1987	2,154	11.3	2,425	12.8	1,614	8.5
FY 1986	3,805	22.1	2,780	16.2	1,568	9.1
<b>ALL OTHERS</b>						
FY 1989	311	14.3	189	8.7	129	5.9
FY 1988*	134	16.1	75	9.0	50	6.0
FY 1987	686	36.2	689	36.6	324	17.1
FY 1986	1,369	39.9	1,559	45.2	522	15.2
<b>DLA-WIDE</b>						
FY 1989	6,235	12.2	4,598	9.0	2,759	5.4
FY 1988	4,512	8.6	4,678	8.9	2,811	5.4
FY 1987	5,060	9.7	4,959	9.6	3,372	6.5
FY 1986	8,122	16.7	6,064	11.6	3,754	7.7

\* Figures are for Headquarters only, MSAs are included with servicing activity.

COLLEGE CALIBER INPUT BY OCCUPATION, FY 1989

OCCUPATION	DLA-WIDE	SUPPLY CENTERS	SERVICE CENTERS	DEPOTS	DCASRS	HQ DLA MEAS*
SECURITY ADMIN (GS-080)	2	0	0	0	2	0
PERSONNEL/EBO (GS-200)	15	7	4	2	2	0
ADP, MGT ANALYSIS & ADMIN (GS-300)	74	13	50	5	4	2
ACCOUNTING & BUDGET (GS-500)	34	16	13	2	2	1
ENGINEERING (GS-800)	38	24	0	1	13	0
1101/ 1102	151	93	1	1	56	0
BUSINESS & INDUSTRY (GS-1100)						
OTHER	20	1	6	0	13	0
QUALITY ASSURANCE (GS-1910)	114	7	3	3	101	0
SUPPLY (GS-2000)	42	39	2	1	0	0
TRANSPORTATION (GS-2100)	0	0	0	0	0	0
OTHER	33	9	4	3	10	7
TOTAL	523	209	83	18	203	10

\*HQ Management Support Activities broken out from servicing activities (included with servicing activity on page 7).

**SIGNIFICANT RECOGNITION (PERCENT AVERAGE STRENGTH)**

	FY 1986			FY 1987			FY 1988			FY 1989		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
				SUPPLY CENTERS			DEPOTS			SERVICE CENTERS		
SUPPLY CENTERS	3069	17.2		3778	22.1		5649	32.4		6138	37.1	
DCSC	850	24.5	2	1150	35.3	1	1517	45.9	3	2102	66.2	3
DESC	479	18.9	5	653	26.5	3	714	28.2	13	1022	41.8	10
DFSC	114	15.2	24	117	16.0	17	210	28.0	14	134	15.6	23
DGSC	862	24.9	1	916	28.6	2	1249	38.2	7	1525	46.9	8
DISC	265	10.4	14	404	16.5	16	1063	43.7	4	718	30.8	14
DPSC	490	9.7	4	538	10.8	25	896	17.5	22	637	14.2	25
DEPOTS	1057	19.5		1128	16.3		1598	22.4		1964	27.7	
DDMP	416	26.5	8	295	20.0	9	706	46.5	2	709	48.2	7
DDMT	133	6.3	20	140	6.5	27	207	9.5	26	418	19.1	21
DDOU	472	28.7	6	398	24.1	7	374	22.1	18	386	22.1	20
DDTC	337	20.3	10	295	17.8	13	311	17.8	21	451	26.8	13
SERVICE CENTERS	1186	16.5		1330	18.8		2219	30.2		2866	36.0	
DASC	91	13.8	25	97	14.8	18	348	48.9	1	276	44.2	9
DFC										315	59.3	5
DIPEC	122	15.3	21	90	13.6	22	106	15.9	24	97	15.4	24
DLSC	77	9.7	26	219	25.2	5	309	34.4	10	305	36.0	12
DNSC										266	101.5	1
DRMS	532	15.7	3	547	16.6	15	874	25.4	15	929	26.7	19
DSAC	246	21.9	16	300	24.8	6	459	37.7	3	495	41.3	11
DTIC	118	28.4	22	77	20.0	10	123	30.2	12	183	46.2	9
DCASRS	2480	13.1		2923	15.4		4897	25.8		6759	36.6	
ATLANTA	194	9.4	18	288	13.8	21	270	13.2	25	810	41.8	10
BOSTON	315	12.4	11	429	17.5	14	626	25.2	16	872	35.0	13
CHICAGO	226	16.9	17	249	19.8	11	408	32.8	11	1011	35.2	2
CLEVELAND	248	13.5	15	266	14.4	20	743	40.6	6	894	48.7	6
DALLAS	343	19.6	9	455	26.4	4	795	41.9	5	1085	60.1	4
LOS ANGELES	452	11.9	7	314	8.3	26	904	25.1	17	1019	29.3	15
NEW YORK	302	14.4	12	418	19.3	12	458	21.8	19	289	13.7	26
PHILADELPHIA	283	13.5	13	329	14.8	19	430	19.1	20	362	17.2	22
ST. LOUIS	117	8.2	23	175	12.0	24	263	17.1	23	417	27.6	17
HQ DLA	181	23.9	19	161	20.1	8	303	36.3	9	231	27.8	16
MSAs				139	12.7	23	8	0.6	27	170	12.7	27
DLA-WIDE	884	15.8		9459	18.2		14697	28.0		18128	34.7	

\*Standing among all activities

QUALITY INCREASES (PERCENT AVERAGE GENERAL SCHEDULE STRENGTH)

	FY 1986			FY 1987			FY 1988			FY 1989			
	NO.	RATE	*										
				275	2.2		270	2.1		436	3.4		406
SUPPLY CENTERS													
DCSC	51	1.8	17	53	2.3	16	26	1.0	22	36	1.2	21	
DESC	67	2.8	11	61	2.6	13	119	5.4	3	59	2.7	15	
DFSC	14	1.9	16	15	2.4	15	22	3.1	11	27	3.4	12	
DGSC	10	0.4	22	6	0.3	23	36	1.7	19	81	3.7	11	
DISC	39	1.5	19	51	2.2	17	79	3.4	10	127	5.7	4	
DPSC	94	2.8	11	83	2.7	12	154	4.9	7	76	2.5	17	
DEPOTS	70	2.7		53	2.4		25	1.2		42	1.8		
DDMF	19	3.6	7	11	2.5	14	0	0.0	25	0	0.0	24	
DDMT	11	1.6	18	18	3.0	11	4	0.7	24	10	1.4	19	
DDOU	21	3.3	9	8	1.3	19	8	1.4	20	8	1.3	20	
DDTC	19	3.0	10	16	2.7	12	13	2.4	15	24	4.2	10	
SERVICE CENTERS	184	3.1		165	3.2		163	3.3		221	3.8		
DASC	26	4.2	5	28	4.3	4	24	4.6	8	29	5.2	6	
DFC										0	0.0	24	
DIFEC	13	4.0	6	19	5.7	3	8	2.6	14	14	4.6	9	
DLSC	45	5.0	3	29	3.6	6	23	2.9	12	37	4.8	8	
DNSC										1	0.6	23	
DRMS	76	4.9	4	68	3.4	7	52	2.7	13	52	2.6	16	
DSAC	17	1.0	20	17	1.6	18	52	5.1	6	81	7.7	2	
DTIC	7	1.8	17	4	1.1	20	4	1.1	21	7	2.0	18	
DCASRS	478	2.4		584	3.2		589	3.4		727	4.1		
ATLANTA	70	3.4	8	65	3.2	9	125	6.6	1	122	6.6	3	
BOSTON	59	2.4	13	100	4.3	5	50	2.2	16	88	3.7	11	
CHICAGO	31	2.3	14	35	3.0	11	45	4.0	9	38	3.3	13	
CLEVELAND	51	2.8	11	44	2.5	14	50	3.1	11	85	5.1	7	
DALLAS	2	0.1	23	15	0.9	21	13	0.8	23	11	0.7	22	
LOS ANGELES	99	2.6	12	113	3.3	8	70	2.1	17	91	2.8	14	
NEW YORK	124	5.9	1	150	7.5	1	126	6.4	2	165	8.1	1	
PHILADELPHIA	10	0.5	21	17	0.8	22	37	1.8	18	51	2.5	17	
ST. LOUIS	32	2.2	15	45	3.1	10	73	5.2	5	76	5.3	5	
OTHERS	17	1.5		28	2.7		36	3.5		31	2.6		
HQ DLA	39	5.1	2	47	6.8	2	37	5.3	4	36	5.1	7	
DLA-WIDE	1063	2.5		1147	2.8		1286	3.3		1463	3.6		

\*Standing among all activities

## ADOPTED CIVILIAN SUGGESTIONS (PER 1,000 EMPLOYEES)

	FY 1986			FY 1987			FY 1988			FY 1989				
	NO.	RATE	*											
				836	46.8		762	44.6		939	53.9		802	48.5
SUPPLY CENTERS														
DCSC	230	65.5	6	199	61.1	11	215	65.1	8	133	41.9	15		
DESC	204	80.8	5	209	84.9	5	243	96.1	3	226	92.5	5		
DFSC	5	6.6	24	8	10.9	21	5	6.7	24	2	2.3	25		
DGSC	95	27.5	14	107	33.4	12	226	69.1	6	290	89.1	6		
DISC	172	67.4	7	156	63.8	8	173	71.1	5	111	47.6	13		
DPSC	130	25.6	15	83	16.7	18	77	15.0	22	40	8.9	21		
DEPOTS	583	83.5		536	77.3		410	57.5		509	71.3			
DDMP	101	64.2	8	93	63.1	9	77	50.7	10	74	50.3	11		
DDMT	50	23.8	16	40	18.6	16	73	33.5	17	62	28.3	17		
DDOU	396	240.4	1	282	170.8	1	252	148.9	1	239	137.1	3		
DDTC	36	21.7	18	121	73.1	7	8	4.6	25	134	79.7	7		
SERVICE CENTERS	313	43.6		277	39.2		439	59.8		531	66.6			
DASC	8	8.5	23	52	79.3	6	12	16.9	20	7	11.2	20		
DFC										3	5.6	22		
DIPEC	41	62.6	9	81	122.5	2	32	48.1	11	109	172.7	2		
DLSC	57	87.3	4	6	6.9	24	110	122.3	2	208	245.3	1		
DNSC										0	0	26		
DRMS	144	42.4	11	75	22.7	13	231	67.2	7	171	49.2	12		
DSAC	13	11.5	22	17	14.1	19	47	38.6	13	33	27.5	23		
DTIC	50	120.3	2	46	119.5	3	7	17.2	19	0	0.0	26		
DCASRS	643	33.9		521	27.4		730	38.4		891	48.2			
ATLANTA	46	22.2	17	27	12.9	20	78	38.3	14	118	60.9	9		
BOSTON	159	62.3	10	152	61.9	10	90	36.2	16	105	42.1	14		
CHICAGO	40	29.9	13	27	21.5	15	29	23.3	18	35	29.5	16		
CLEVELAND	186	101.2	3	167	90.7	4	150	82.0	4	98	53.4	10		
DALLAS	8	4.5	26	9	5.2	25	26	13.7	23	194	107.5	4		
LOS ANGELES	81	21.4	19	41	10.8	22	130	36.1	15	254	73	8		
NEW YORK	75	35.7	12	49	22.8	14	33	15.7	21	52	24.6	18		
PHILADELPHIA	29	13.8	20	39	17.5	17	97	43.2	12	35	16.6	19		
ST. LOUIS	19	13.3	21	10	6.9	23	97	63.0	9	0	0.0	26		
HQ DLA	4	5.2	25	3	3.8	26	0	0.0	26	2	2.4	24		
DLA-WIDE	2381	45		2099	40.4		2518	47.5		2735	52.3			
ANNUAL OBJECTIVE		60.0			60.0			60.0			60.0			

\*Standing among all activities

DISCIPLINARY AND CORRECTIVE ACTION (PERCENT AVERAGE STRENGTH)

	FY 1986			FY 1987			FY 1988			FY 1989		
	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#
SUPPLY CENTERS	559	3.13		363	2.13		267	1.53		301	1.82	
DCSC	119	3.39	8	70	2.15	7	54	1.64	12	59	1.86	12
DESC	58	2.30	14	26	1.06	17	39	1.54	15	31	1.27	20
DFSC	6	0.80	25	1	0.14	25	8	1.07	22	11	1.28	19
DGSC	151	4.37	5	90	2.81	5	85	2.60	5	105	3.23	3
DISC	82	3.22	9	97	3.96	4	35	1.44	17	21	0.90	22
DPSC	143	2.82	10	79	1.59	11	46	0.90	24	74	1.65	14
DEPOTS	494	7.08		459	6.62		272	3.81		216	3.05	
DDMP	139	8.85	2	98	6.65	2	45	2.96	4	30	2.04	10
DDMT	224	10.66	1	227	10.54	1	77	3.53	2	78	3.56	2
DDOU	19	1.15	21	32	1.94	9	38	2.25	7	42	2.41	7
DDTC	112	6.76	3	102	6.16	3	112	6.43	1	66	3.93	1
SERVICE CENTERS	207	2.88		85	1.2		111	1.51		122	1.53	
DASC	11	1.68	17	5	0.76	20	11	1.55	14	10	2.24	9
DFC										5	0.70	23
DIPEC	16	2.45	13	6	0.91	19	6	0.90	25	6	1.36	18
DLSC	15	1.59	18	9	1.04	18	12	1.33	18	12	1.64	15
DNSC										0	0.00	27
DRMS	132	3.89	6	56	1.70	10	62	1.80	11	55	2.97	4
DSAC	22	1.96	15	8	0.66	22	14	1.15	21	13	0.56	25
DTIC	11	2.65	11	1	0.26	23	6	1.47	16	11	1.39	17
DCASRS	428	2.26		293	1.54		334	1.76		333	1.80	
ATLANTA	15	0.73	26	24	1.15	15	44	2.16	9	32	1.65	14
BOSTON	64	2.51	12	32	1.30	14	47	1.89	10	43	1.72	13
CHICAGO	24	1.80	16	18	1.43	13	38	3.05	3	29	2.44	6
CLEVELAND	89	4.84	4	50	2.72	6	44	2.40	6	44	2.40	8
DALLAS	17	0.97	24	12	0.70	21	23	1.21	19	21	1.16	21
LOS ANGELES	146	3.87	7	80	2.12	8	80	2.22	8	65	1.87	11
NEW YORK	32	1.53	19	33	1.53	12	16	0.76	26	56	2.65	5
PHILADELPHIA	23	1.09	23	25	1.12	16	26	1.16	20	19	0.90	22
ST. LOUIS	18	1.27	20	19	1.3	14	16	1.04	23	24	1.59	16
HQ MGT SUP ACTVS	13	1.10	22	2	0.18	24	3	0.24	27	4	0.30	26
HQ DLA	2	0.26	27	9	1.12	16	13	1.56	21	5	0.60	24
DLA-WIDE	1703	3.22		1210	2.33		999	1.9		981	1.88	

\*Standing among all activities

AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY  
GS/GM EMPLOYEES  
AS OF 30 SEPTEMBER 1989

SUPPLY CENTERS	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL	DISCONT'D SVC	NR.	%
	13006	40.9	12.9	964	7.4%	1485	11.4%
DCSC	2378	42.5	13.2	218	9.2%	292	12.3%
DESC	2268	41.2	13.3	172	7.6%	288	12.7%
DFSC	734	38.9	11.4	39	5.3%	54	7.4%
DGSC	2280	40.5	12.8	120	5.3%	327	14.3%
DISC	2242	41.5	12.9	207	9.2%	252	11.2%
DPSC	3104	41.3	13.9	208	6.7%	272	8.8%
DEPOTS	2310	41.4	13.1	130	5.6%	308	13.3%
DDMP	448	39.5	11.1	24	5.4%	29	6.5%
DDMT	640	39.9	11.8	32	5.0%	56	8.8%
DDOU	647	43.8	15.4	43	6.6%	134	20.7%
DDTC	575	42.5	14.3	31	5.4%	89	15.5%
SERVICE CENTERS	6678	41.9	14.1	417	6.2%	851	12.7%
DASC	640	39.9	13.1	40	6.3%	89	13.9%
DFC	1008	36.9	6.5	15	1.5%	30	3.0%
DIPEC	328	45.1	16.3	33	10.1%	50	15.2%
DLSC	796	41.6	13.8	27	3.4%	102	12.8%
DNSC	184	45.3	17.7	30	16.3%	27	14.7%
DRMS	2096	43.1	14.3	166	7.9%	230	11.0%
DSAC	1258	41.4	15.1	66	5.2%	259	20.6%
DTIC	368	41.5	15.5	40	10.9%	64	17.4%
DCASRS	18313	43.5	12.9	1679	9.2%	1845	10.1%
ATLANTA	1922	44.3	16.7	143	7.4%	259	13.5%
BOSTON	2540	42.1	12.1	212	8.3%	231	9.1%
CHICAGO	1204	44.1	13.2	138	11.5%	131	10.9%
CLEVELAND	1754	43.8	12.3	174	9.9%	132	7.5%
DALLAS	1771	44.1	13.5	123	6.9%	226	12.8%
LOS ANGELES	3306	44.2	12.6	302	9.1%	383	11.6%
NEW YORK	2166	44.6	10.9	309	14.3%	129	6.0%
PHILADELPHIA	2158	41.5	12.4	182	8.4%	176	8.2%
ST LOUIS	1492	42.7	13.3	96	6.4%	178	11.9%
HQ MGT SUP OFCS	1163	42.6	15.4	69	5.9%	202	17.4%
HQ-DLA	845	42.8	17.2	74	8.8%	167	19.3%
DLA-WIDE	42315	42.2	14.3	3333	7.9%	4858	11.5%

AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY  
WG EMPLOYEES  
AS OF 30 SEPTEMBER 1989

SUPPLY CENTERS	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL NR.	%	DISCONT'D NR.	%
DCSC	796	41.7	12.4	27	3.4%	75	9.4%
DESC	116	41.6	13.6	8	6.9%	15	12.9%
DFSC	1	55.1	15.1	0	0.0%	0	0.0%
DGSC	1025	41.2	13.2	32	3.1%	80	7.8%
DISC	13	43.7	17.6	3	23.1%	1	7.7%
DPSC	1897	47.2	16.5	239	12.6%	24	1.3%
DEPOTS	4641	40.9	12.9	121	2.6%	419	9.0%
DDMP	954	39.6	11.4	20	2.1%	28	2.9%
DDMT	1474	40.6	11.7	30	2.0%	144	9.8%
DDOU	1089	42.8	14.9	49	4.5%	210	19.3%
DDTC	1124	40.8	13.4	22	2.0%	37	3.3%
SERVICE CENTERS	1709	43.9	15.2	121	7.1%	171	10.0%
DASC	26	43.1	13.1	1	3.8%	3	11.5%
DFC	0						
DIPEC	305	42.8	13.5	14	4.6%	35	11.5%
DLSC	12	43.8	19.2	0	0.0%	4	33.3%
DNSC	77	44.7	12.5	11	14.3%	5	6.5%
DRMS	1265	45.1	12.7	95	7.5%	114	9.0%
DSAC	4	40.3	7.3	0	0.0%	0	0.0%
DTIC	20	43.4	20.1	0	0.0%	10	50.0%
DCAERS	54	42.5	11.8	7	13.0%	4	7.4%
ATLANTA	5	37.8	13.4	0	0.0%	1	20.0%
BOSTON	4	41.1	10.1	0	0.0%	0	0.0%
CHICAGO	7	44.1	20.9	2	28.6%	0	0.0%
CLEVELAND	5	38.6	12.6	1	20.0%	0	0.0%
DALLAS	4	53.5	13.3	0	0.0%	1	25.0%
LOS ANGELES	12	48.3	17.9	4	33.3%	1	8.3%
NEW YORK	14	35.8	8.3	0	0.0%	1	7.1%
PHILADELPHIA	1	47.1	4.1	0		0	
ST LOUIS	2	36.5	6.1	0	0.0%	0	0.0%
HQ MGT SUP OFCS	0						
HQ-DLA	0						
DLA-WIDE	10253	42.3	13.7	558	5.4%	789	7.7%

DLA EEO COMPLAINT ACTIVITY

**I. COMPLAINT CLOSURES/TYPES**

TYPE OF CLOSURE	FY 85	FY 86	FY 87	FY 88	FY 89
TOTAL COMPLAINTS FILED	239	242	242	227	242
REJECTIONS	26	26	43	12	22
CANCELLATIONS	17	22	20	12	25
WITHDRAWALS	25	25	36	31	31
SETTLED	35	45	40	67	61
AGENCY DECISIONS (*WITH A FINDING OF DISCRIMINATION)	56 (*10)	97 (*4)	70 (*6)	100(*8)	124(*6)
TOTAL CLOSURES	163	217	180	222	263

**II. COMPLAINT INVENTORY**

NO. ON HAND AT BEGINNING OF REPORT	168	232	268	330	306
NO. FILED	239	242	242	227	242
NO. CLOSED	163	217	180	222	263
NO. ON HAND AT END OF REPORTING PERIOD	232	268	330	306	285
RATE OF CHANGE	+64 (+38%)	+36 (+15%)	+62 (+23%)	-24 (-8%)	-21 (-7%)

**III. INVESTIGATION OF COMPLAINTS**

NO. OF COMPLAINTS INVESTIGATED	161	200	177	164	159
APPROXIMATE AVERAGE COST	\$1500	\$1550	\$1700	\$1700	\$2000

IV. AVERAGE PROCESSING TIME  
STATUS OF ACTIVE COMPLAINTS AT CLOSE OF REPORTING PERIOD

	FY 87 NO.	AVG # OF DAYS IN PROCESS FROM FILING	FY 88 NO.	AVG # OF DAYS IN PROCESS FROM FILING	FY 89 NO.	AVG # OF DAYS IN PROCESS FROM FILING
PENDING ACCEPTANCE/ REJECTION	24	46	34	77	50	90
PENDING ASSIGNMENT OF INVESTIGATOR	29	79	22	133	17	121
PENDING COMPLETION OF INVESTIGATION	45	107	35	100	46	139
PENDING PROPOSED DISPOSITION	30	252	67	224	45	223
PROPOSED DISPOSITION - PENDING RESPONSE FROM COMPLAINANT	7	141	5	179	17	753
PENDING RECEIPT OF RECOMMENDED DECISION FROM EEOC	136	655	81	572	53	605
PENDING FINAL AGENCY DECISION	59	640	62	861	57	833

V. COUNSELING/COMPLAINTS FILED BY NO. OF FULL-TIME POSITIONS

	FY 85	FY 86	FY 87	FY 88	FY 89
NO. FULL-TIME POSITIONS	49946	52469	53730	50202	49127
NO. PERSONS COUNSELED	1608	1671	1551	1580	1252
NO. COMPLAINTS FILED	239	242	242	227	242
% COUNSELING/FORMAL	15%	14%	16%	14%	19%
% COUNSELING/TOTAL POSITIONS	3%	3%	3%	3%	3%
% FORMAL/TOTAL POSITIONS	.48%	.46%	.45%	.45%	.49%

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1980	1981	1982	1983	1984
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER
GS-1	205	0.6	209	0.58	106
GS-2	784	2.2	628	1.73	383
GS-3	2294	6.5	2418	6.66	2334
GS-4	4477	12.6	4308	11.87	4418
GS-5	5353	15.1	5342	14.72	5361
GS-6	1495	4.2	1516	4.18	1568
GS-7	3068	8.6	3244	8.97	3287
GS-8	287	0.2	287	0.79	300
GS-9	5476	15.4	5815	16.03	6236
GS-10	85	0.2	82	0.22	75
GS-11	5824	16.4	5972	16.46	6311
GS-12	3979	11.2	4178	11.50	4318
GS-13	1408	4.0	1477	4.07	1530
GS-14	563	1.6	567	1.56	583
GS-15	239	0.7	233	0.64	236
<b>TOTAL</b>	<b>35540</b>	<b>100.00</b>	<b>36272</b>	<b>100.00</b>	<b>37047</b>
<b>AVERAGE GRADE</b>	<b>7.81</b>	<b>7.89</b>		<b>8.01</b>	<b>8.10</b>
<b>AVERAGE SALARY</b>	<b>\$18848</b>		<b>\$20552</b>	<b>\$21733</b>	<b>\$22821</b>
					<b>\$23480</b>

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1985			1986			1987			1988			1989		
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT									
GS-1	105	0.3	157	0.4	98	0.2	60	0.1	52	0.1					
GS-2	355	0.9	299	0.7	317	0.7	116	0.3	138	0.3					
GS-3	2725	6.6	2570	6.0	2456	5.7	1554	3.7	1757	4.1					
GS-4	4700	11.4	4722	11.1	4627	10.7	4013	9.7	4745	11.1					
GS-5	6327	15.3	5828	13.6	5733	13.3	5647	13.6	5818	13.6					
GS-6	1630	3.9	1746	4.1	1856	4.3	1888	4.5	2065	4.8					
GS-7	3551	8.6	3887	9.1	3250	7.5	2752	6.6	2928	6.8					
GS-8	328	0.8	349	0.8	365	0.8	361	0.9	364	0.8					
GS-9	5828	14.1	6388	15.0	6672	15.5	6293	15.1	5500	12.8					
GS-10	813	2.0	905	2	939	2.2	140	0.3	96	0.2					
GS-11	7425	18.0	7739	18.1	8057	18.7	9343	22.5	9669	22.6					
GS-12	4871	11.8	5249	12.3	5539	12.8	5858	14.1	6036	14.1					
GS-13	1677	4.1	1850	4.3	2017	4.7	2183	5.3	2273	5.3					
GS-14	674	1.6	743	1.7	851	2.0	959	2.3	1021	2.4					
GS-15	257	0.6	288	0.7	331	0.9	375	1.0	416	1.0					
<b>TOTAL</b>	<b>41266</b>	<b>100.00</b>	<b>42720</b>	<b>100.00</b>	<b>43108</b>	<b>100.00</b>	<b>41542</b>	<b>100.00</b>	<b>42878</b>	<b>100.00</b>					
AVERAGE GRADE	8.05		8.20		8.34		8.70				8.5				
AVERAGE SALARY	\$24169		\$24466		\$25152		\$25838		\$26160						

SICK LEAVE USAGE (AVERAGE HOURS PER EMPLOYEE)

	FY 1986		FY 1987		FY 1988		FY 1989	
	AVG	*	AVG	*	AVG	*	AVG	*
SUPPLY CENTERS	73.5		70.4		68.7		80.6	
DCSC	70.0	15	75.8	26	77.3	20	85.4	27
DESC	70.2	16	66.1	13	73.5	17	79.1	25
DFSC	74.2	23	68.4	16	75.4	18	70.5	13
DGSC	72.4	21	75.6	25	81.2	22	78.8	24
DISC	70.2	16	64.2	8	67.0	9	73.0	17
DPSC	80.0	24	69.4	18	52.6	1	85.1	26
DEPOTS	69.3		68.5		73.7		74.0	
DDMP	71.8	19	72.2	22	72.0	15	75.4	21
DDMT	69.1	13	72.7	23	76.0	19	78.6	23
DDOU	67.1	11	57.9	1	82.3	23	67.5	8
DDTC	69.3	14	70.1	21	63.9	6	73.5	18
SERVICE CENTERS	67.2		66.8		66.7		60.8	
DASC	62.1	4	63.4	5	59.6	4	49.0	1
DFC							52.9	2
DIPEC	53.1	1	63.7	7	68.4	12	73.8	19
DLSC	73.8	22	70.0	20	65.2	7	70.5	13
DNSC							57.2	4
DRMS	70.8	17	67.2	14	63.8	5	60.1	5
DSAC	63.6	7	68.0	15	79.0	21	67.8	10
DTIC	71.3	18	68.5	17	88.0	24	76.7	22
DCASRS	65.0		60.2		68.1		68.5	
ATLANTA	72.0	20	69.5	19	70.5	13	68.8	11
BOSTON	64.3	8	64.2	9	67.0	9	67.6	9
CHICAGO	63.3	6	65.6	11	58.7	3	69.9	12
CLEVELAND	66.8	10	60.7	3	65.8	8	64.9	6
DALLAS	60.7	2	63.4	6	67.6	10	65.8	7
LOS ANGELES	64.5	9	64.5	10	71.8	14	72.0	15
NEW YORK	60.9	3	74.0	24	73.5	17	75.3	20
PHILADELPHIA	67.6	5	65.9	12	72.6	16	70.8	14
ST. LOUIS	63.0	12	58.0	2	54.3	2	54.8	3
HQ DLA	63.6	7	61.5	4	67.7	11	72.6	16
DLA-WIDE	68.8		67.6		68.8		71.8	

\*Standing among all activities